

2013/14

THEEWATERSKLOOF MUNICIPALITY

ANNUAL REPORT

Volume I

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Chapter 1

CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR’S FOREWORD

a. Vision:

The key “route” for Theewaterskloof municipality, to achieve its vision and mission, is to comply with Acts and sections of Acts that defines the core and secondary mandates and structures of local government; and especially the Local Government: Municipal Systems Act 32 of 2000 and the Local Government: Municipal Structures Act 117 of 1998; as well as to comply with the objective of the National Development Plan: “Our Vision – Make it Work” so that it can unleash its energies to become an effective and sustainable service provider and developmental municipality with good corporate and institutional structures.

In terms of becoming an effective and developmental third tier government the municipality adopted the establishment of long term sustainability in regards to the following as its primary objective: institution, corporate governance, income and finances, development, infrastructure and service delivery.

Major changes in the municipal approach towards long term sustainability was necessitated by the reality that Theewaterskloof is a poor region of whom 53% of the population is indigent. Just 47% of residents pay taxes and tariffs and only 85% of municipal income is collected.

A key goal is to, through development and growth; increase the number of paying consumers and to gather 95% debts.

Vision: “To ensure and preserve the heritage and natural resources within the region, create and develop a safe, healthy, crime free, economically stable and viable environment for all”

Mission: “To provide, develop and promote equal opportunities for everyone to stay in a safe, healthy, crime free, economically stable and viable environment through transparent and effective governance, politically stable, planning, services and the efficient and effective utilisation of resources”

Key strategic objectives

- Long term holistic municipal sustainability.
- Customer specific communication.
- Good client care and customer relations.
- Sufficient infrastructure with at least 20 years design capacities.
- A realistic government fiscal model for funding municipalities.
- Narrowed gap between public expectations and municipal ability regarding service delivery.
- Political stability amidst National, Provincial and Local Elections.

b. Key Policy Developments:

- **National Development Plan: “Our Future – Make it Work”:** To create a sustainable municipality in Theewaterskloof the latter adopted elements of the NDP as growth and development facilitators; especially in terms of local economic development through integrated rural and regional economic development; more jobs, socio-economic growth and enhanced income and welfare profiles. The municipality understand that it must be functional and developmental to unleash the full extent of its energies.
- **Western Cape Provincial Growth and Development Strategy:** Elements of this reflect in the Grabouw Sustainable Development Initiative, the path of Rural Prevention through Urban Upgrade and interlinked inter-governmental interventions such as the Comprehensive Rural Development Project (CRDP) in Villiersdorp. Growth and development of local economies, job and wealth creation does not only increase social profiles but sources of income for the municipality to enhance bulk services infrastructure and service delivery.
- **Public Participation:** The municipality refined on and approved a public participation policy to comply with legal requirements, to make development plans and services more relevant to local needs and requirements, to take responsibility for services and to promote community actions and to empower local communities to have better control over their lives and livelihoods. The document provides a policy framework for public participation in TWK municipal area and provides mechanisms for the public to participate in local government. The document is not only legally compliant but a guideline of

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practical interventions to enhance public participation in local government. The document deals with key public participation principles: inclusivity, diversity, building the community participation, transparency, integration, flexibility, accessibility and accountability.

- **Client relations and customer care:** council ordered the development of a client care and customer relations strategy to create functional relations between the client; and the municipal administration and political authority. The municipality identified the state of clients and municipal relations and the strategy must evolve it to improve debt collection, service delivery, municipal sustainability; the development of the annual IDP and budget; and public participation in consultation processes, town management, Service Level Agreements (SLA) and ward committees.
- **Municipal Financial Management Act:** Initiatives were launched to improve municipal financial sustainability; and amongst the most notable is the registration of indigent families who cannot afford to pay for municipal services.

The municipality evaluated its debt book and wrote off an amount of R56million which include irrecoverable debts, debts of indigent households and debt that would cost too much on legal fees to recover.

The fact that more residents received prepaid electricity and water will prevent further debts.

An extensive media activity was launched to inform and convince the public off the sustainability challenges facing the municipality; and this initiative gained credibility after Ratings Africa indicated that TWK's sustainability is under severe pressure.

Key interventions to gain additional income; as the tax and tariff payer can no longer carry the full burden, includes increased debt recovery, discussions with advanced levels of government about a new state funding model for municipalities and income for unfunded housing mandates.

A mayoral committee was established to continuously monitor the increase of income from 85% to 95%.

c. Key Service Delivery Improvements:

- Through a special indigent household registration drive beneficiary families, increased from 4650 in June 2012 to 6046 in January 2014. This is an increase of 30% and the project is still continuing.
- The municipality commenced with the building of an estimated 3748 houses. Rectification projects in Slangpark, Grabouw involve 840 houses and in New Crest Villiersdorp 115 houses. The housing projects in Theewaterskloof are creating pressure on existing municipal services infrastructure to accommodate the substantial additional needs.
- TWK was identified by the Western Cape Department of Economic Development and Tourism; as well as the South African Local Government Association as the municipality who created the best business development environment, through its LED department, in the province.
- Capital for infrastructure development increased from 52.86% in 2012/2013 to **57.60% in 2013/2014**.
- Since 2006 the municipality upgraded existing infrastructure and develop new infrastructure with substantial design capacities. The municipality established two excellent waste water treatment plants in Grabouw and Villiersdorp and also a high capacity water purification plant in the same area. Infrastructure is linked to the municipal 2030 vision and provides high quantity and excellent quality products.
- The municipality owns pieces of land that is utilized for sport disciplines like rugby, soccer, golf, tennis, squash, pigeon flying and bowls. These facilities are in Caledon, Botrivier, Villiersdorp, Grabouw, Greyton, Genadendal, Riviersonderend, Boschmanskloof, Berea and Voorsteekraal. In most cases these facilities are maintained by the municipality whilst it is often upgraded or repaired. In 2013/2014 the municipality availed a piece of land, in Villiersdorp, which is currently being developed as a substantial rugby and netball facility with Municipal Infrastructure Grant funds (MIG-funds).

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- TWK municipality re-launched the practice of Service Level Agreements and public involvement in service delivery. SLA's are public driven in terms of evaluation of service delivery levels performed by the local town managers and determining outcomes. These outcomes are used to improve the level of services rendered to communities.

d. Future Actions:

In the next financial year the focus will remain on enhancing municipal sustainability and obtaining income from sources that are not related to taxes and tariffs.

The municipality will continue its discussion through SALGA to negotiate a new government funding model for local governments in South Africa.

Broadening the economy through growth and development initiatives as stipulated in the National Development Plan will continue; which will broaden local businesses and economies and the platform to increase taxes and tariffs.

The emphasis on sustainable infrastructure with a long design capacity will be maintained to provide backing for a growing economy and need for municipal services.

The municipality acknowledge the right of people to move from wherever they come from to Theewaterskloof but needs support from national and provincial government to deal with the financial burden of a rapidly growing population which is by and large poor and indigent.

e. Conclusion:

Local government is where the people and the leaders of the country meet on ground level; it is also the place where people articulate their most basic needs. In the past year the municipality created good relationships and communication tools with the people of Theewaterskloof.

There is understanding for the need to create an environment where the people can life and play with greater freedom. To facilitate this, the municipality adopted, as primary driving forces, the National Development Plan and the Provincial Development strategies as primary interventions to create opportunities and open societies.

As the Mayor of Theewaterskloof Municipality I treasure the people of the municipal area who provide us an opportunity to serve them. I treasure a committed Mayoral Committee, Council and administration.

I praise The Lord for guiding us day after day.

(Signed by :) _____
Alderman Chris Punt
Executive Mayor

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COMPONENT B: EXECUTIVE SUMMARY

1.1. MUNICIPAL MANAGER'S OVERVIEW

The 2013/14 financial year was exceptional and many key decisions were made to secure the future of Theewaterskloof municipality as a sustainable medium and long term provider of services in a developing environment.

In context with the National Development Plan the municipality was guided in a direction where it is effective and developmental.

It was the first year of TWK's third generation Integrated Development Plan (IDP), the indicators of which were fully aligned to Council's priorities of basic services delivery, infrastructure development, housing and socio-economic development and growth.

The most prominent achievement of 2013/2014 was the first ever clean audit the municipality received from the Auditor General.

The municipality established the best budget and IDP it can afford and improved interventions that enhanced service delivery; such as the town management and Service Level Agreement models.

Upgrades and improvements focused on community participation, and a policy in this regards was developed and approved. A strategy for improved customer relations was set into motion and the focus included improved communications and public involvement in the development of the IDP and participatory government.

New and upgraded infrastructure was established to the extent that the municipality can afford it and it did enhance service delivery.

Partnership initiatives such as the Grabouw Sustainable Development Initiative, the Comprehensive Rural Development Plan project in Villiersdorp and the project for Violence Prevention through Urban Upgrade in Villiersdorp created a foundation for growth and development of businesses and economies and will lead to jobs and income for the municipality.

In addition the municipality supported private sector to establish new businesses and, amongst others, a wind farm which created jobs and improved prosperity. TWK officially became the municipality that fared the best in creating an environment conducive for local economic development in the Western Cape.

The municipality partnered with success with the HAN-University in the HAN-TWK-project in Grabouw, Caledon, Greyton and Genadendal to enhance welfare and socio-economic profiles of individuals and communities; as well as with the municipality of Tyresö in Sweden to fast-track youth entrepreneurship development.

In general management accepts the clean audit as recognition for good financial administration and control. The year was marked with excellent compliance with audit requirements. This was the result of good existing structures and leadership but also a result of extended internal audit mandates and the valuable oversight role of the independent audit committee.

The clean audit deservedly implied a healthy financial administration and controls; which often goes hand in hand with a sustainable financial position.

In Theewaterskloof the opposite applied in 2013/2014 and financial and especially income sustainability faced severe challenges, and still does.

Overall municipal sustainability manifested in a real threat. Subsequently administration focused on and sought means to improve corporate, institutional, income and financial, development, infrastructure and service delivery sustainability after Council established this as the key focus area for the year.

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Research and analysis done by Ratings Africa, an independent municipal sustainability analyst, confirmed the sustainability challenge in TWK. Government and administration took a hard and honest look at itself and the organization and took decisive actions which resulted in a significant sustainability improvement by the end of the report year.

A lot remains to be done; and most important is the need and responsibility to:

- Raise debt collection from 85% to 95%.
- Obtain income for all unfunded mandates; and especially in regards to housing.
- Establish a new national funding model for grants funded areas as it accounts for 53% of the local population.
- Increase service delivery and benefits to non-grants funded areas who pays 100% of the tax and tariff bill; and who apparently reached the end of their capacity to subsidize many of the back logs that still exist.
- Develop and grow the economy to broaden the municipal income basis and to create higher employment levels and prosperity.
- Create the most cost effective institution and corporate governance.

In terms of vital and green resources the municipality implemented prepaid water and electricity which prevents excessive and irrecoverable debts; but also saves water and electricity.

The municipality constantly in its communication tools, especially SMS and newsletter communication, motivated residents to save scarce resources.

The municipality extended its green footprint by participating in processes to establish renewable energy sources and especially wind farms.

TWK is currently negotiating with ESKOM to be a distributor of electricity which will create income for the municipality and also saves energy.

The future of TWK looks better at the end of the report period than at the beginning; but to remain en route to 2030 the municipality will have to succeed with its sustainability drive.

The municipality will have to obtain government support to care for the 53% non-tax paying indigent families. This number is likely to increase as urban areas like Grabouw and Villiersdorp are popular places for South Africans of other provinces to relocate.

A thought of concern at this stage is the forthcoming national municipal elections in 2016. From experience we know that elections cause a raise in expectations and often disrupt attempts to manage the municipality in an orderly and structured manner. I subsequently appeal to all to show the necessary restraint and maturity and to remain an example to other municipal areas where elections often results in chaos and anarchy.

I thank the Executive Mayor, Alderman Chris Punt, and his Committee for supporting administration. I thank Council for their inputs and for the political stability they created. I thank my team of directors and their employees; you have done a great job. I thank our Heavenly Father for his guidance.

(Signed by :) _____

Municipal Manager

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1.2. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

1.2.1 INTRODUCTION TO BACKGROUND DATA

The 2013/14 Annual Report reflects on the performance of the Theewaterskloof Municipality for the period 1 July 2013 to 30 June 2014. The Annual Report is prepared in terms of Section 121(1) of the Municipal Finance Management Act (MFMA), in terms of which the Municipality must prepare an Annual Report for each financial year.

The report aims to provide the reader with an insight into the activities of the municipality during the past year.

1.2.2 POPULATION

The Municipality is estimated to account for **42%** or **108 790** of the Overberg District's population in 2011. Compared to 2001 census, TWK population growth is estimated to have increased by 14%.

1.2.3 TOTAL POPULATION

MUNICIPALITY	CENSUS 2001	COMMUNITY SURVEY 2007	CENSUS 2011	% GROWTH
Theewaterskloof	93 276	86 721	108 790	14%

1.2.4 POPULATION PROFILE

Ward	Black African	Coloured	Indian or Asian	White	Other	Grand Total
1	1395	6222	38	1535	65	9256
2	312	7246	41	697	148	8443
3	1402	9277	24	398	74	11174
4	1180	3348	29	2487	59	7102
5	4188	5369	101	1868	101	11627
6	2711	3846	18	85	146	6805
7	1685	5806	28	620	83	8223
8	2603	2450	0	7	6	5066
9	2018	5581	22	373	2	7995
10	1409	3874	10	553	58	5904
11	2072	2814	21	363	23	5293
12	3070	4318	14	161	14	7576
13	4713	8326	42	1025	218	14325
Grand Total	28757	68478	387	10173	995	108790

Ward	Male	Female	Grand Total
1	4730	4526	9256
2	4123	4320	8443
3	5633	5541	11174
4	3650	3452	7102
5	6700	4927	11627
6	3466	3339	6805
7	4118	4105	8223
8	2566	2500	5066
9	4124	3871	7995
10	3000	2904	5904
11	2641	2653	5293
12	3607	3970	7576
13	7105	7219	14325
Grand Total	55463	53327	108790

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1.2.5 HOUSEHOLD PROFILE

The total number of households within the municipal area increased from **21572** households in 2012/13 financial year as per census 2011 data to a total of **28 884** households in 2013/14 financial year.

In previous financial years the number of accounts was used to determine the number of households, in the 2013/14 census data was used to determine number of households

Households	2010/11	2011/12	2012/13	2013/14
Number of households in municipal area	22906	20312	21572	28 884
Number of indigent households in municipal area	5289	6157	5749	15 308
Percentage of indigent households in municipal area	23.09%	30.3%	26.65	53

1.2.6 SOCIO-ECONOMIC STATUS

The socio-economic information for the municipal area is as follows:

Housing Backlog	Unemployment Rate (%)	Households with No Income (%)	Average pass rate for numeracy and literacy (%)
8 467	42	31	77.6

1.2.7 SOCIO-ECONOMIC STATUS

TOWN	CENSUS 2001		CENSUS 2011			
	WARD	POPULATION	POPULATION	NUMBER OF H/HOLDS	NUMBER OF HOUSEHOLDS (FARMS)	% GROWTH
RIVIERSONDEREND	1	8534	9256	1477	1234	8.46
GREYTON (<i>Bosmans kloof & Heuvelkroon</i>) GENADENDAL(<i>Genadendal, Bereaville & Voorstekraal</i>)	2	12304	8443	2582	0	-31.38
CALEDON (<i>Myddleton, Bersig, Uitsig, part of Caledon Town, Station and industrial area</i>)	3	6566	11174	2805	0	70.17
CALEDON (<i>Tesselaarsdal & part of Caledon Town</i>)	4	9847	7102	859	1353	-27.88
VILLIERSDORP (<i>Elandsloof, High Noon, Helderstroom and part of Villiersdorp Town</i>)	5	9078	11627	1134	1621	28.08
VILLIERSDORP (<i>TWK Dam Estate, Dennehof, Nuwedorp, Informal Settlements and Part of Villiersdorp Town</i>)	6	8252	6805	2245	0	-17.53
BOTRIVIER (<i>Botriver, Lebanon and De Rust</i>)	7	10320	8223	1579	514	-20.32
GRABOUW (<i>Rooidakke, City Council, Jagersvlakte, Elgin Timbers, Proefplaas, Applegarth, Eikenhof, country Club</i>)	8	2661	5066	1029	0	90.37
GRABOUW (<i>Nuweberg, Greymead, Vyeboom</i>)	9	18244	7995	126	1467	-56.18
GRABOUW (<i>Elgin, The Valley, Monteith & Arriskraak</i>)	10	7473	5904	0 (FARM)	1397	-20.99
GRABOUW (<i>Pineview, Beverley Hills, Waterworks & Nuwedorp</i>)	11	N/A	5293	1552	0	
GRABOUW (<i>Xhola Naledi, Hillside, Oudebrug & Appelthwait</i>)	12	N/A	7576	1127	506	

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GRABOUW (<i>Grabouw CBD, Klipkop, Molteno Park, Elfco, Melrose Place, Siteview, Dennekruin, Industrial Area & Palmiet</i>)	13	N/A	14325	3796	0	
Total	93276	108790	20311	8093	14%	

1.2.8 NATURAL RESOURCES

Natural Resources	
Major Natural Resource	Relevance to Community
Botrivier - Boreholes	Situated within the Community of Botriver and serves only has a drinking water source
Caledon/Myddleton: Supplied with potable water by Overberg Water through the Ruensveld West Water Supply System from the Theewaterskloof Dam	Theewaterskloof Dam Near Villiersdorp is a natural source and serve City of Cape Town with drinking water as well as a recreational facility eg. Boating, fishing etc.
Grabouw: Wesselsgat Dam and the Eikenhof Dam	On the Klipdrift River and is a natural resource and serves as recreational facility for kick boat fishing, camping as well as for irrigation.
Genadendal: Supplied from the Weir situated in the Baviaans River	Situated in the Baviaans River, approximately 3.5km upstream from Genadendal, in the Sonderend Mountains and serves has natural resource for drinking water only for Genadendal.
Voorstekraal: Weir from a perennial mountain stream	in the Mountains and is a natural resource that serves Voorstekraal with drinking water only
Bereaville: Weir from a perennial mountain stream	in the Mountains and is a natural resource that serves Bereaville with drinking water only
Boschmanskloof: Obtains water from a perennial mountain stream	A weir was constructed to the North of the Residential area and serves has natural resource for Boschmanskloof.
Greyton: Supplied from a weir on the Wolwekloof mountain stream and a weir on the Gobos River. Irrigation water is abstracted from the Plattekloof and Noupoot streams	Natural Mountain Streams and serves as drinking and irrigation water for Greyton
Tesselaarsdal: Borehole and Weir from a non-perennial mountain stream.	Natural Mountain Streams and manmade boreholes serves has drinking water for Tesselaarsdal
Bethoeskloof: Supplied from the Borehole in Tesselaarsdal and a weir from the Bethoeskloof Stream	Natural Mountain Streams and manmade boreholes serves has drinking water for Bethoeskloof
Riviersonderend: Supplied from weir in the Olifantskloof and the Sonderend River	Natural Resource that serves Riviersonderend with drinking water
Villiersdorp: Supplied from the Elanskloof Dam, Kommissiekraal River and 4 boreholes that is not working at the moment	Natural Mountain Streams and manmade boreholes serves has drinking water for Villiersdorp as well as irrigation
Greyton Nature Reserve in the Mountains of Greyton	Serves has hiking trails. Great attraction for tourism and hiking. Beautiful scenery and full of indigenous plants.
Caledon Wild Flower gardens and Nature Reserve	Serves has hiking trails. Great attraction for tourism and hiking. Beautiful scenery and full of indigenous plants. People can also visit the Botanical Gardens
Kogelberg Biosphere Reserve	Serves has hiking trails. Great attraction for tourism and hiking. Beautiful scenery and full of indigenous plants.
Riviersonderend Klein Swartberg	Serves has hiking trails. Great attraction for tourism and hiking. Beautiful scenery and full of indigenous plants.
Greyton nature reserve	Biodiversity ,Hiking, Bird watching, Conservation
Villiersdorp nature reserve	Biodiversity ,Hiking, Bird watching, Conservation
Shaws pass nature reserve	Biodiversity ,Hiking, Bird watching, Conservation
Caledon Nature reserve & Nature gardens	Biodiversity ,Hiking, Bird watching, Conservation
Riviersonderend conservation area	Biodiversity, Hiking, Bird watching, Conservation.

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1.3. SERVICE DELIVERY OVERVIEW

In order to enhance the standard of service delivery within the communities and at the same time achieve customer satisfaction by managing community's expectations, the Municipality re-launched its Service Level Agreements with its communities. The aim of the SLA's is to set uniform, realistic, reasonable, and affordable service levels for the delivery of basic services within all towns and to monitor performance collectively and take remedial steps or action(s). The purpose of the re-launch was firstly to review existing agreements and secondly to reach new agreements.

There is no backlog with respect to access to basic water and sanitation services in the urban areas of the municipal area. It is however estimated that there might still be households on the farms and informal settlements with existing service levels below RDP standards.

What still remain as major challenges in addressing backlogs is:

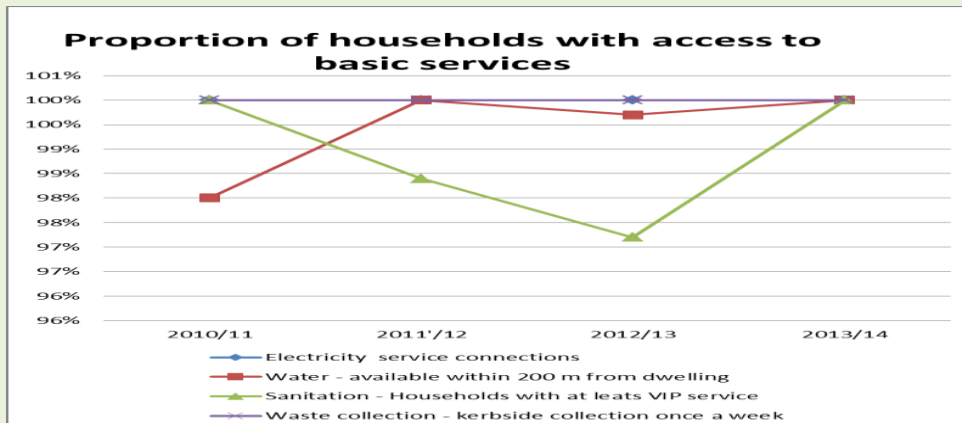
- ❖ Financial Sustainability- TWK is situated in a socio-economic deprived environment with limited financial resources
- ❖ The outcome of Census 2011- Real chance exists that there might be a possible undercount and this could have a major impact in addressing the Financial Sustainability of the municipality. In terms of previous figures and demographic statistics as well as the drastic growth in needs of service delivery and the growth in the utilization of infrastructure, such as purified water and sewerage processing plants, the figure is closer to 120 000.
- ❖ The delivery of services in rural areas (farms) and in areas such as Klein Begin, Lebanon and Nuweberg which fall outside the municipal jurisdiction. The issues experienced here, revolve around ownership and affordability.
- ❖ The immigration of people into Towns such as Villiersdorp and Grabouw make it difficult to manage the informal settlements with respect to the provision of services.

1.3.1 PROPORTION OF HOUSEHOLDS WITH ACCESS TO BASIC SERVICES

The table and graph below gives an indication of the proportion of households with minimum levels of basic services.

Proportion of Households with minimum level of Basic services				
	2010/11	2011/12	2012/13	2013/14
Electricity service connections	100%	100%	100%	100%
Water - available within 200 m from dwelling	98%	100%	100%	100%
Sanitation - Households with at least VIP service	100%	98%	97%	100%
Waste collection - kerbside collection once a week	100%	100%	100%	100%

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1.4. FINANCIAL HEALTH OVERVIEW

Theewaterskloof Municipality is considered a poor municipality. In order to change this Council adopted "Financial Sustainability" as their primary strategic focus area during their term of office.

Some of the fundamental problems facing TWK are the out dated fiscal model, a range of unfunded mandates, migration phenomena and errors in the recent census results.

Much effort is however made in improving our revenue collection rate. We had to optimise our available institutional capacity. This has been done through the implementation of a range of cost saving projects as well as measuring the productivity of some of the municipality's key functions. The financial sustainability committee is optimally functioning with the sole purpose of improving the municipality's financial viability and ensuring the financial sustainability of Theewaterskloof.

1.4.1 FINANCIAL OVERVIEW

Financial Overview -2012/13			
	R' 000		
Details	Original Budget	Adjustment Budget	Actual
Income			
Grants	149,691	154,596	154,612
Taxes, Levies and tariffs	205,606	205,062	201,205
Other	29,543	38,183	83,436
Sub Total	384,840	397,842	439,252
Less Expenditure	328,592	471,374	380,898
Net Total*	56,248	(73,533)	58,354

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1.4.2 OPERATING RATIOS

Operating Ratios	
Detail	%
Employee Cost	32.14
Repairs & Maintenance	4.83
Finance Charges & Depreciation	3.35

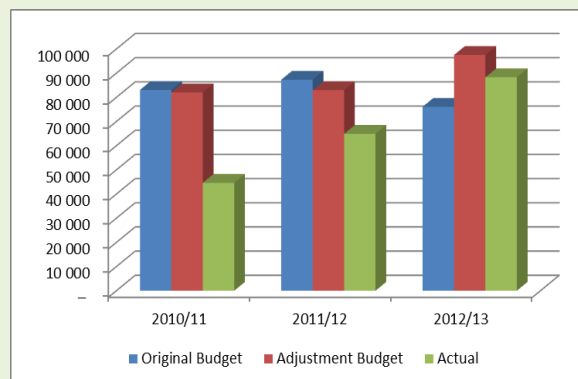
The norm for Employee Related Cost to the Total Operating Budget range between 25% and 40% depending on various factors and circumstances. The 32% attained is within the National Norm. To put our personnel expenses in context, we must look at the per capita personnel costs. Theewaterskloof's ratio indicates one official for 176 people or one official servicing 47 households.

The municipality realizes the importance of expenditure on maintenance to ensure that assets are used optimally throughout their operational life. The municipality has made a conscious decision to increase its expenditure on repairs and maintenance gradually over the next few financial years. Optimally the municipality would eventually want to meet the national norm for expenditure on repairs and maintenance currently at 10%.

In 2012 a decision was taken that no further loans will be taken up, however due to unavoidable circumstances and the requirements for counter funding to obtain grants the municipality had no other option but to take up further loans. The municipal finance and depreciation percentage is well within the national norm. The municipality has successfully reduced its Capital cost ratio to well within the national norm of 8%.

1.4.3 TOTAL CAPITAL EXPENDITURE

Total Capital Expenditure: 2011 to 2014			
Detail	2011/12	2012/13	R'000 2013/14
Original Budget	87 304	76 078	73 594
Adjustment Budget	82 951	97 519	69 980
Actual	64 898	88 401	62 947



1.5. ORGANISATIONAL DEVELOPMENT OVERVIEW

The objective of Organisation Development is to improve the municipality's capacity in order to give effect to its service delivery mandate. This includes improved more effective communication, more effective decision processes, more appropriate leadership style, improved skill in dealing with conflict, and higher levels of trust and cooperation among staff members. The workplace skills plan of the municipality has as its main aim the achievement of cost effective and efficient service delivery as well as:

1. Providing learning opportunities for staff as well as members of the community through our learnership programmes

Chapter 1

2. Providing opportunities for each staff member to develop to his / her full potential.
3. Seeking to increase the effectiveness of the municipality in terms of all of its strategies, objectives and goals.
4. Providing opportunities for staff to influence the way in which they relate to work, the municipality, and the environment.

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1.6. STATUTORY ANNUAL REPORT PROCESS

PROCESS	DATE
AR & FS to AG	
Submit 2013/2014 Draft Annual Report and Financial statements to Auditor General. Compile and submit Municipal Audit file to the Auditor General	29 August 2014
Table Draft AR & AFS Mayor tables draft AR and AFS at council	22 January 2015
Advertise draft AR & AFS for public input	26 January 2015 – 20 February 2015
Advertise Oversight Committee Schedule inviting the Public to make presentations of the AR and AFS	26 January 2015
1st Oversight Committee Meeting: Oversight Committee pose questions to Management to get clarity on the contents of the Annual Financial statements and the Annual Report (10h00)	09 February 2015
Portfolio Committee Meeting: Submit Draft AR to Portfolio Committees for inputs	3;4;&16 February 2015
2nd Oversight Committee Meeting: Public hearings -The local community and any organ of state will be allowed to make representations on the annual report and AFS (10h00)	2 March 2015
3rd Oversight Committee Meeting: Preparation of the draft oversight report, taking into consideration the views and inputs of the public, representatives of the Auditor General, organ of states, Councils audit committee and Councillors (14h00)	6 March 2015
Oversight & Annual Report: Adoption of Oversight report on AR & AFS by council	19 March 2015
Advertise approved Annual report- Place on Municipal Website	20 March 2014
Submission of Oversight & Annual Report to Provincial Treasury and Office of the Premier	20 March 2014

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CHAPTER 2 – GOVERNANCE

INTRODUCTION TO GOVERNANCE

Good governance has 8 major characteristics namely, participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive which follows the rule of law. Through this corruption is minimized, the views of minorities are taken into account and the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

The Constitution section 151 (3) states that the council of a municipality has the right to govern on its own initiative, the local government affairs of the local community.

2.1 POLITICAL GOVERNANCE

MFMA section 52 (a): The Mayor must provide general political guidance over the fiscal and financial affairs of the municipality.

The council performs both legislative and executive functions, with focus on legislative, oversight and participatory roles, and has delegated its executive function to the Executive Mayor and the Mayoral Committee. Council's primary role is to debate issues publicly and also to facilitate political debate and discussion. Apart from their functions as decision makers, councilors are also actively involved in community work as well as various social programmes in the municipal area.

The political Governance structure with respect to key committees is fairly well established and functional. These committees include:

- The Executive Mayoral Committee
- The Portfolio committees
- The Audit and Performance Audit committee
- Risk Committee
- Budget committee
- Oversight Committee

Chapter 2

2.1.1 POLITICAL STRUCTURE

INTRODUCTION TO POLITICAL GOVERNANCE

The Council has 25 seats (13 Ward Councillors and 12 Proportional Representative (PR) Councillors. The Speaker, Councillor C Vosloo is the Chairperson of the Council. The Party Political and demographic representation of Councillors is reflected in the table below:

POLITICAL PARTY	ALLOCATION OF SEATS	GENDER	
		MALE	FEMALE
DA	13	8	5
ANC	9	4	5
COPE	1	1	0
NNP	1	1	0
NICO	1	1	0

The Council is fully functional and 11 Ordinary Council meetings and 5 Special Council meetings were held in the 2013/ 2014 financial year, as against the scheduled number of 11 meetings.

MAYOR:
Alderman: C.B. Punt

Function

- Is the Executive and Political Leader of the Municipality
- Is the Social and Ceremonial Head of Council
- Is the Chief Advisor of Council
- Responsible for identifying the needs of the Municipality
- Must monitor the Administrator
- Supervises the delivery of services
- Report to Council
- Budgetary responsibilities

DEPUTY MAYOR:
Cllr: M Tshaka

The Deputy Mayor acts in the absence of the Executive Mayor

SPEAKER:
Cllr: C Vosloo

Is the chairperson of the Municipal Council and as such is authorized to dictate the proceedings during council meetings, though subject to the order rules, common law and constitutional prescripts. The Speaker is accountable to and reports to the Municipal Council. The Speaker must also ensure compliance with the Code of Conduct.

CHIEF WHIP:
M Hector (DA)
C November (ANC)

Leads the Caucus meetings before Council meetings.

MAYORAL COMMITTEE:
Cllr M Tshaka
Cllr G Carelse
Cllr N De Wet
Cllr P Stanfliet
Cllr K Papier

Portfolio Chair: Technical Services
Portfolio Chair: Corporate Services
Portfolio Chair: Financial Services
Portfolio Chair: Operations Services
Portfolio Chair: Development Services

The Mayoral Committee assist the Executive Mayor , serve him/ her with advice and take decisions with the Executive Mayor in respect of designated powers. During the 2013/ 2014 financial year, the Executive Mayoral committee met for 15 meetings as against the 11 planned meetings

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2.1.2 COUNCILLOR PROFILE

Below is a table that categorised the councillors within their specific political parties and wards:

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time/ Part Time FT/PT	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non- attendance
				%	%
Alderman C B Punt	Fulltime	Executive Mayor	DA	80%	100%
Councilor C Vosloo	Fulltime	Speaker	DA	100%	
Councilor P U Stanfliet	Fulltime	Technical Services	Ward 7 DA	90%	100%
Councilor M Tshaka	Fulltime	Corporate Services	Ward 13 DA	100%	
Councilor K Papier	Fulltime	Operational Services	Ward 3 DA	100%	
Councilor G Carelse	Fulltime	Development Services	COPE	90%	100%
Councilor N De Wet	Fulltime	Financial Services	Ward 5 DA	100%	
Councilor N Pieterse	Part Time	Corporate Services	Ward 9 DA	90%	100%
Councilor M Nongxaza	Part Time	Corporate Services	NICO	80%	100%
Councilor J Nellie	Part Time	Corporate Services	Ward 6 ANC	80%	100%
Councilor F Mankayi	Part Time	Corporate Services	ANC	80%	100%
Councilor M Koegelenberg	Part Time	Financial Services	Ward 4 DA	90%	100%
Councilor M Mathews	Part Time	Financial Services	Ward 11DA	90%	100%
Councilor S Witbooi	Part Time	Financial Services	ANC	80%	100%
Councilor J Hendricks	Part Time	Financial Services	ANC	80%	100%
Councilor M Plato	Part Time	Development Services	Ward 10 DA	100%	
Councilor I Sileku	Part Time	Development Services	DA	100%	
Councilor P de Wet	Part Time	Development Services	ANC	70%	100%
Councilor U Sipunzi	Part Time	Development Services	Ward 12 ANC	60%	100%
Councilor K Tiemie	Part Time	Technical Services	Ward 1 DA	90%	100%
Alderman C November	Part Time	Technical Service	ANC	40%	100%
Councilor C Thembani	Part Tim	Technical Service	Ward 8 ANC	80%	100%
Councilor J Swartz	Part Time	Operational Services	NNP	90%	0%
Councilor M Hector	Part Time	Operational Services	Ward 2 DA	90%	100%
Councilor A Cupido	Part Time	Operational Service	ANC	70%	100%

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2.1.2 POLITICAL DECISION TAKING

A total of 163 items was adopted by council during the course of the financial year under review. The status of outstanding resolutions is reported quarterly to council.

2.2 ADMINISTRATIVE GOVERNANCE

MFMA section 60 (b): The Municipal Manager of a municipality is the accounting officer of the municipality for the purposes of this Act and must provide guidance on compliance with this Act to political structures; political office bearers, and officials of the municipality and any entity under the sole or shared control of the municipality.

The Municipal Manager is the head of the administration, and primarily has to serve as chief custodian of service delivery and implementation of political priorities. He is assisted by his direct reports, which constitutes the Management Team.

A key priority of the Management Team has been to establish a solid leadership core within the organisation which permeates through to middle and supervisory management levels. The Management Team Structure is outlined in the table below:

Name of Official	Department	Performance agreement signed
		(Yes/No)
Horace Wallace	Municipal Manager	Yes
Joseph Isaacs	Director Corporate Services	Yes
Davy Louw	Director Finance	Yes
Monwabisi Gxoyiya	Director Development	Yes
Jan Barnard	Director Operations	Yes
Conrad van Heerden	Director Technical Services	Yes

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COMPONENT B: INTERGOVERNMENTAL RELATIONS

MSA section 3 requires that municipalities exercise their executive and legislative authority within the constitutional system of co-operative governance envisaged in the Constitution section 41.

2.3 INTERGOVERNMENTAL RELATIONS

Intergovernmental structures give effect and concrete expression to inter departmental communication. The municipality participates with the following structures that deal with transversal matters:

IGR STRUCTURE	TYPE OF PARTICIPATION AND BENEFITS DERIVED
NATIONAL:	
Local Government ICT (LGICT) Network (Please note that this is mainly an "open online forum", although there are special meetings, workshops and events being scheduled across the country)	<p>The LGICT Network is a service hosted by SALGA that provides:</p> <ul style="list-style-type: none"> a real-time platform for information exchange, networking and collaboration for ICT Managers in local government. a platform where ICT Managers in local government rate service providers and report about service, satisfaction and quality in order to separate the "husks from the grain".
PROVINCIAL:	
IDP Managers Forum	<p>Reflect on IDP Indaba processes</p> <p>Reflect on the impact of the IDP Analysis process;</p> <p>Discuss processes and methodologies that should guide the annual IDP review;</p> <p>Serve as a platform where key planning information is shared, good planning practices and successfully implemented programmes are celebrated, and where gaps are identified.</p>
Records Managers Forum	<p>Discuss processes and methodologies that should guide the records management in Theewaterskloof Municipality in terms of the National Archives Act;</p> <p>Serve as a platform where key planning information is shared, good planning practices and successfully implemented programmes are celebrated, and where gaps are identified in the records management processes.</p> <p>Discuss problems identified in municipalities in respect of records management and received inputs from other municipalities or governmental bodies how to address these problems.</p>
SALGA Provincial HR Development Working Group	<ul style="list-style-type: none"> A platform for Councilors within the Province to give input into collective bargaining as well as policy issues. This forum also receives feedback from National and Provincial Bargaining Forums. It is also a platform for information sharing and to discuss issues of mutual interest;
HR Practitioners Forum	<ul style="list-style-type: none"> A forum used to draft policy, give input into various topics such as legislation, agreements etc. This forum also serves as a platform for HR managers to network and share best practice Receive feedback from SALGA in respect of negotiations etc.
Chief Audit Executive Forum	<p>Discuss methodologies, standards, challenges and serves as an information sharing platform.</p>
Western Cape Local Government ICT Managers Forum	<ul style="list-style-type: none"> To create a platform for ICT Managers to discuss ICT- specific issues To create a space for information sharing, knowledge exchange and inter-provincial cross pollination To manage, co-ordinate and support the implementation of ICT initiatives, ICT-related activities in order to strengthen support and avoid duplication To obtain inputs and comments on national- and provincial processes and initiatives that have an impact on ICT's, and To achieve standardization for benchmarking and reporting

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	purposes on critical activities.
IGR STRUCTURE	TYPE OF PARTICIPATION AND BENEFITS DERIVED
MPRA focus group	Discuss processes and methodologies that should help to be compliant with the MPRA. Serve as a platform where compliant issues and information are shared and gaps are identified. Discuss court cases of other municipalities to prevent from happening in Theewaterskloof municipality
Provincial Public Participation and Communication Forum	Public Participation practitioners learn from each other by discussing lacks and good practices. Information sharing forum Discussion of new methods to improve Public participation
DISTRICT INTERGOVERNMENTAL STRUCTURES	
District IDP Managers Forum	<ul style="list-style-type: none"> • A platform for IDP Managers in the Overberg District to discuss IDP-specific matters; • A platform for information sharing, knowledge exchange and inter-District cross pollination; • co-ordinate the implementation of IDP initiatives and activities; • standardization of IDPs in the District; and • To identify areas of co-operation in terms of common challenges and development issues amongst the Local Municipalities in the District, and between the Local Municipalities and the District Municipality
IDP Rep/PPCOM Forum	<ul style="list-style-type: none"> • A platform for IDP Managers, Public Participation officials, Municipal Communicators and Sector Department officials • Share experiences • Joint Planning
Overberg ICT (OICT) Managers Forum	<ul style="list-style-type: none"> • A platform for ICT Managers in the Overberg District to discuss ICT-specific matters; • A platform for information sharing, knowledge exchange and inter-District cross pollination; • standardization of ICT infrastructure in the district; and • To identify areas of shared-services

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

MSA section 17 (2): requires a municipality to establish and organise its administration to facilitate a culture of accountability amongst its staff. Section 16 (1): states that a municipality must develop a system of municipal governance that compliments formal representative governance with a system of participatory governance. Section 18 (a) - (d): requires a municipality to supply its community with information concerning municipal governance, management and development.

Theewaterskloof Municipality is committed to the following principles:

- Inclusivity
- Diversity
- Building community participation
- Transparency
- Integration
- Flexibility
- Accessibility
- Accountability

Council established ward committees as the official liaison mechanism on all matters within the community.

Ward Councillors together with their ward committee members report back to their constituencies on a quarterly basis. In addition, a Policy framework for Public Participation was developed. The Service Delivery Budget

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Implementation Plan (SDBIP) is made public and published on the municipal website. This contains projected financial and service delivery indicators and deliverables. Members of the public are also invited to participate in the oversight process related to the Annual report. In the promotion of public accountability and participation, members of the public are invited to attend all meetings of the Council and its committees.

Another mechanism of Public participation is conducted through Budget and IDP public meetings. These meetings were held prior to developing the draft budget in order to identify the needs of the community in order to provide input for the new financial year. A second round of public meetings is normally held once the draft budget is developed in order to inform the public of key elements in the proposed budget.

The purpose of the Ward Committee structure is to assist Ward Councilors with organizing, consulting, spreading of information to encourage participation from the residents within the Wards.

The Ward Committee:

- is an advisory Body.
- is a representative structure.
- is independent; and
- must be impartial and perform its functions without fear, favor or prejudice.

There are 13 Wards within the Theewaterskloof Municipal area.

2.4 PUBLIC MEETINGS

Theewaterskloof Municipality engagements in different methodologies to ensure adequate public participation, which include:

- Tradition public meetings with wards committees, Town advisory forums, Service level agreement advisory forum (SLAAF), stakeholder groupings etc.
- Surveys (baseline assessments)
- Monthly news letters

Such participation is required in terms of:

- The preparation, implementation and review of the IDP and budget;
- Establishment, implementation and review of the performance management system;
- Monitoring and reviewing of the performance which include the outcome and impact of such performance; and
- Setting of service level standards
- Information sharing which relates to capital projects implementation

Theewaterskloof Municipality utilises its ward committees and Town Advisory forums as the primary consultative structure and access points to ensure public participation and accountability.

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2.4.1 WARD COMMITTEES

The ward committee is in the main a service delivery management mechanism. This body guides the Town Manager in terms of local service delivery needs, priorities, standards and also acts as the representative monitoring body through which the local community can monitor service delivery implementation, progress and general performance. The successful functioning of the Town Management model is to a large extent reliant on the successful functioning of the Ward Committee system.

The Local Government: Municipal Structures Act, 1998 provides for the establishment of ward committees.

2.4.2 FUNCTIONALITY OF WARD COMMITTEES

The primary function of a ward committee is:

- To assist the ward councilor in understanding the needs and the views of the community;
- To be a formal communication channel between the community and the municipal council;
- To raise issues of concern about the local ward to the ward councilor and;
- To make sure ward residents have a say in decisions, planning and projects that the council or municipality undertakes which have an impact on the ward.

A ward committee should consist of up to ten members who serve as volunteers and may represent a certain sector. Examples of such sectors are:

- women's groups or;
- ratepayers associations;
- geographic areas
- Community within the ward.

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Functionality of Ward Committees					
Ward Name (Number)	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
1 Riviersonderend	K Tiemie (Councillor)	Yes	9	0	2
	A Mouton				
	V Fisher				
	E Fielies				
	N Ndleleni				
	A Prins				
	J Sebonka				
	W Pretorius				
	J de Jager				
	B Ferreira				
	M Kroukamp				
2 Greyton & Genadendal	M L Hector (Councillor)	Yes	9	0	3
	G Theunissen				
	C Smith				
	G Juries				
	B A Coetzee				
	C Barthus				
	J Coert				
	A Magerman				
	C Windvogel				
	J A Kroukamp				
	C Myburgh				
3 Caledon	K Papier (Councillor)	Yes	5		3
	T Fortuin				
	W Simons				
	S Swarts				
	K Hoffman				
	E van der Ventel				
	A De Bruin				
	N Jende				
	L Oliver				
	M L Pieterse				
	S Flippies				
4 Caledon	M Koegelenberg (Councillor)	Yes	6		2
	C Van Loggenberg				
	E Labuschagne				
	J P de Witt				
	V Watton				
	J Norval				
	A Rossouw				
	M Wessels				
	S Young				
	J Hauman				

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Functionality of Ward Committees					
Ward Name (Number)	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
5 Villiersdorp	N De Wet (Councillor)	Yes	7		2
	C Lambrecht				
	D Fyfer				
	A Louw				
	J Jansen				
	H Schoeman				
	C Nel				
	B Davids				
	N Kiewiedo				
	C Balie				
	N Jaftha				
6 Villiersdorp	J Nellie (Councillor)	Yes	7		2
	S Ntantiso				
	T van Rooyen				
	C Balie				
	R Pietersen				
	H Schoeman				
	J Lakey				
	V Hendricks				
	J Mckenzie				
	R Brinkhuys				
	J Jantjies				
7 Botrivier	P U Stanfliet (Councillor)	Yes	6		3
	J Swanepoel				
	I Andries				
	J de Kock				
	N J Greeff				
	G C Visagie				
	I Swartz				
	M Depha				
	N Kaptein				
	Q Williams				
	R Jacobs				
	M Delport				
8 Grabouw	C Thembani (Councillor)	Yes	7		2
	S Adonis				
	Jiba				
	M Mothibe				
	M T Kanetsi				
	T Tsetse				
	A Mentile				
	A Plaatjies				
	P Louw				

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Functionality of Ward Committees					
Ward Name (Number)	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
9 Grabouw	M Motlalepule	Yes	6		2
	E Mars				
	N Pieterse (Councillor)				
	D Jooste				
	I Kortje				
	Hendrick Schoeman				
	Jafta Gerbers				
	Garanisa Julies				
	J Titus				
	M Koelman				
	N Fortuin				
	N P Goniwe				
	M Plato (Councillor)				
	H Januarie				
10 Grabouw	P Aploon	Yes	8		3
	J Rawbone-Viljoen				
	R Mathews				
	C Januarie				
	R Damons				
	J C Van der Merwe				
	W Williams				
	R Fisher				
	J De Bruin				
	M Mathews (Councillor)				
	N Tshibaphi				
11 Grabouw	L Mathomela	Yes	7		2
	R Johnson				
	A Theron				
	K Thezaphi				
	J Fortuin				
	Q Bosman				
	P Kwaza				
	Z Fentele				
	U Sipunzi (Councillor)				
12 Grabouw	M Mbaliniwani	Yes	7		2
	A Inyinbor				
	C Absalom				
	L Madizeni				
	S Daniels				
	A Hoorn				
	W Nomxhanya				
	N Hans				
	E M Mamabolo				
	H Syster				
	M Tshaka (Councillor)				
13 Grabouw	A Kortje	Yes	9		2
	S Mfinswana				
	L Vosloo				
	S J Baba				
	S Masiza				
	M le Roux				
	M Ontong				

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M Bhangazana

J Fourie

2.4.3 PUBLIC MEETINGS

Public Meetings					
Nature and purpose of meeting	Date of events	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Dates and manner of feedback given to community
IDP Review	6-Nov-12	2 Cllrs	7 Officials	88 Community	To get the input of the Ward 1 community i.t.o the IDP
IDP Review	6-Nov-12	1 Ward Cllr	7 Officials	34 community	To get the input of the Ward 5 community i.t.o the IDP
IDP Review	6-Nov-12	1 Ward Cllr	6 Officials	54 community	To get the input of the Ward 9 community i.t.o the IDP
IDP Review	7-Nov-12	1 Ward Cllr	5 Officials		To get the input of the Ward 2 community i.t.o the IDP
IDP Review	7-Nov-12	1 Ward Cllr	7 Officials	40 community	To get the input of the Ward 4 (Caledon Town) community i.t.o the IDP
IDP Review	8-Nov-12	2 Cllrs	5 Officials	112 Community	To get the input of the Ward 3 community i.t.o the IDP
IDP Review	8-Nov-12	3 Cllrs	7 Officials	92 community	To get the input of the Ward 6 community i.t.o the IDP
IDP Review	8-Nov-12	1 Ward Cllr	6 Officials	65 community	To get the input of the Ward 8 community i.t.o the IDP
IDP Review	12-Nov-12	1 Ward Cllr	8 Officials	139 community	To get the input of the Ward 7 community i.t.o the IDP
IDP Review	12-Nov-12	1 Ward Cllr	6 Officials	112 Community	To get the input of the Ward 11 community i.t.o the IDP
IDP Review	12-Nov-12	1 Ward Cllr	5 Officials	11 community	To get the input of the Ward 4 (Tesselaarsdal) community i.t.o the IDP
IDP Review	13-Nov-12	1 Ward Cllr	6 Officials	157 community	To get the input of the Ward 10 community i.t.o the IDP
IDP Review	13-Nov-12	1 Ward Cllr	6 Officials	113 community	To get the input of the Ward 13 community i.t.o the IDP
IDP Review	14-Nov-12	1 Ward Cllr	6 Officials	77 community	To get the input of the Ward 12 community i.t.o the IDP
Draft IDP/ Budget 2013/ 2014: Ward 1	8-Apr-13	3 Councillors	7 Officials	117 Community	To provide general feedback whilst the Director Finance inform the community of basic and key aspects and matters in the Budget. Also to give a brief overview of town and ward IDPs and processes
Draft IDP/ Budget 2013/ 2014: Ward 2	9-Apr-13	1 Ward Cllr	7 Officials	86 Community	To provide general feedback whilst the Director Finance inform the community of basic and key aspects and matters in the Budget. Also to give a brief overview of town and ward IDPs and processes
Public Meetings					

Chapter 2

Nature and purpose of meeting	Date of events	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Dates and manner of feedback given to community
Draft IDP/ Budget 2013/ 2014: Ward 3	10-Apr-13	1 Ward cllr	7 Officials	136 Community	To provide general feedback whilst the Director Finance inform the community of basic and key aspects and matters in the Budget. Also to give a brief overview of town and ward IDPs and processes
Draft IDP/ Budget 2013/ 2014: Ward 4	11-Apr-13	1 Ward Cllr	6 Officials	13 Community	To provide general feedback whilst the Director Finance inform the community of basic and key aspects and matters in the Budget. Also to give a brief overview of town and ward IDPs and processes
Draft IDP/ Budget 2013/ 2014: Ward 9	11-Apr-13	1 Ward Cllr	7 Officials	22 Community	To provide general feedback whilst the Director Finance inform the community of basic and key aspects and matters in the Budget. Also to give a brief overview of town and ward IDPs and processes
Draft IDP/ Budget 2013/ 2014: Ward 5	15-Apr-13	2 Councillors	8 Officials	17 Community	To provide general feedback whilst the Director Finance inform the community of basic and key aspects and matters in the Budget. Also to give a brief overview of town and ward IDPs and processes
Draft IDP/ Budget 2013/ 2014: ward 4 Tesselaarsdal	15-Apr-13	1 Councillor	6 Officials	50 Community	To provide general feedback whilst the Director Finance inform the community of basic and key aspects and matters in the Budget. Also to give a brief overview of town and ward IDPs and processes
Draft IDP/ Budget 2013/ 2014: Ward 6	16-Apr-13	2 Councillors	9 Officials	62 Community	To provide general feedback whilst the Director Finance inform the community of basic and key aspects and matters in the Budget. Also to give a brief overview of town and ward IDPs and processes
Draft IDP/ Budget 2013/ 2014: Ward 7	17-Apr-13	1 Councillor	9 Officials	48 Community	To provide general feedback whilst the Director Finance inform the community of basic and key aspects and matters in the Budget. Also to give a brief overview of town and ward IDPs and processes
Draft IDP/ Budget 2013/ 2014: Ward 8	25-Apr-13	1 Councillor	7 Officials	38 Community	To provide general feedback whilst the Director Finance inform the community of basic and key aspects and matters in the Budget. Also to give a brief overview of town and ward IDPs and processes
Public Meetings					

Chapter 2

Nature and purpose of meeting	Date of events	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Dates and manner of feedback given to community
Draft IDP/ Budget 2013/ 2014: Ward 10	22-Apr-13	1 Councillor	6 Officials	19 Community	To provide general feedback whilst the Director Finance inform the community of basic and key aspects and matters in the Budget. Also to give a brief overview of town and ward IDPs and processes
Draft IDP/ Budget 2013/ 2014: Ward 11	23-Apr-13	2 Councillor	5 Officials	117 Community	To provide general feedback whilst the Director Finance inform the community of basic and key aspects and matters in the Budget. Also to give a brief overview of town and ward IDPs and processes
Draft IDP/ Budget 2013/ 2014: Ward 12	24-Apr-13	2 Councillors	7 Officials	83 Community	To provide general feedback whilst the Director Finance inform the community of basic and key aspects and matters in the Budget. Also to give a brief overview of town and ward IDPs and processes
Draft IDP/ Budget 2013/ 2014: Ward 13	25-Apr-13		6 Officials	143 Community	To provide general feedback whilst the Director Finance inform the community of basic and key aspects and matters in the Budget. Also to give a brief overview of town and ward IDPs and processes

2.5 IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes

Chapter 2

COMPONENT D: CORPORATE GOVERNANCE

Corporate governance is the set of processes, practices, policies, laws and stakeholders affecting the way an institution is directed, administered or controlled. Corporate governance also includes the relationships among the many stakeholders involved and the goals for which the institution is governed.

2.6 RISK MANAGEMENT

Note: MFMA section 62 (i) (c) requires a municipality to have and maintain an effective, efficient and transparent system of risk management.

The Council has committed the Theewaterskloof Municipality to a process of risk management that is aligned to the principles of good corporate governance, as supported by the Municipal Finance Management Act (MFMA), Act no 56 of 2003 and other legislation applicable to local government

Structured Risk Management is recognized as an integral part of responsible management and the Municipality therefore adopts a comprehensive approach to the management of risk. The features of this process are outlined in the Municipality's Risk Management Strategy. It is expected that all departments / sections, operations and processes will be subject to the risk management strategy. It is the intention that these departments / sections will work together in a consistent and integrated manner, with the overall objective of reducing and avoiding risk, as far as reasonably practical. Effective risk management is imperative to the Municipality to fulfill its mandate, the service delivery expectations of the public and the performance expectations within the Municipality.

The responsibility to ensure effective management of risk in the Theewaterskloof Municipality rests with all employees. Our commitment to risk management is an expression of our commitment to the Batho Pele principles.

The Municipality's risk appetite is set at 12, which means that all risks with a rating of 12 and higher requires a Treatment and Action Plan. The top four (4) strategic risks and top two operational risks of the Municipality are indicated in the table below:

Top Strategic Risk

Risk Description	Mitigation Guidance	Controlled Risk Rating
Influx of Unemployed, unskilled and Homeless people	<p>The uncontrolled influx of unemployed and unskilled indigent people into our area and which is already one of the poorest in the western cape</p> <p>The influx and high % of the unemployed and unskilled indigent people population and who are not</p>	16

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Risk Description	Mitigation Guidance	Controlled Risk Rating
	just adding pressure on our service delivery institutional capacity but who are also unable to contribute significantly towards the revenue base of the TWK	
Cost of Regulation and Compliance Requirements	Through SALGA Exercising pressure to review standards in accordance with realities Ensure minimum compliance and creating dedicated capacity which will cause minimum disruption of core business activities Project manage in order to Ensure that we act pro- actively, avoid crisis situations and reduce effort to the minimum	16
Potential Low or No Productivity	Productivity levels may be impacting on our ability to stretch the rand in other words in optimising our full potential and that of every Rand available to us fully i.e. in respect of management mechanisms, HR, equipment, process, fleet and technology. We simply do not have the funds to expand capacity dramatically and we have to therefore make optimum use of what we have.	16
Backlog in Infrastructure	Narrow revenue base Large indigent population Inability to implement long term plans i.r.o. backlogs and the improvement of financial viability and which has since been developed Low economic growth Align financial viability, LED and Infra structure development strategies and priorities	20

Top Operational Risk

Risk Description	Mitigation Guidance	Controlled Risk Rating
Slow or No Recovery of Potential Revenue	Debt collection & Credit control plays a significant role in this risk. Whenever a debtor moves past the 30day margin services should be stopped until the account is settled in full. Also where arrangements is not met the same route should be followed. This has a negative	12

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Risk Description	Mitigation Guidance	Controlled Risk Rating
	influence on the cash flow of the municipality.	
Lack of Accurate Data/(Accuracy of Bill)	Unreliability of quality and quantity of data is impacting on the ability of the municipality to bill accurately and recover full cost and all revenue owed to it. Re engineer process and detailed verification of data and sources of data and instituting mechanisms that will ensure that data is effectively and efficiently maintained	12
Disasters (Floods / Fires)	An occurrence of a natural catastrophe, technological accident or human caused event that resulted in severe property damage, deaths and /or multiple injuries	12
Influx of unemployment, unskilled and homeless people	Establishing more permanent work through LED Finding joint solutions and involving the agricultural sector and local labour which will reduce the need for the recruitment of seasonal workers from elsewhere Skills improvement programs Launch SMME promotion initiative Find solutions to the successful integration of incoming indigent people into existing communities and establishing a greater sense of belonging, joint ownership for local values and principles	20

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2.7 ANTI-CORRUPTION AND FRAUD

Section 83(c) of the MSA refers to the implementation of effective bidding structures to minimize the possibility of fraud and corruption and the MFMA, section 112(1) (m)(i) identify supply chain measures to be enforced to combat fraud and corruption, favoritism as well as unfair and irregular practices. Section 115(1) of the MFMA states that the accounting officer must take steps to ensure mechanisms and separation of duties in a supply chain management system to minimize the likelihood of corruption and fraud.

Theewaterskloof Municipalities **Anti-Corruption Policy** was **adopted** by council in **November 2008** and **reviewed on 28 October 2011**.

One of the main purposes of an Anti-Corruption policy is to ensure that the Municipality is in compliance with the Municipal Systems Act, Act No. 32 of 2000 which requires the Municipality, amongst other things to develop and adopt appropriate systems and procedures that contribute to effective and efficient management of the municipality and its resources.

2.7.1 AUDIT COMMITTEE

Section 166(2) of the MFMA states that an audit committee is an independent advisory body which must advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, on matters relating to –

- internal financial control;
- risk management;
- performance management; and
- Effective governance.

The Audit Committee have the following main functions as prescribed in section 166 (2) (a-e) of the Municipal Finance Management Act, 2003, Local Government Municipal and Performance Management Regulation, 2001 and the office of the Auditor-General:

- To advise the Council on all matters related to compliance and effective governance;
- To review the annual financial statements to provide Council with an authoritative and credible view of the financial position of the municipality, its efficiency and its overall level of compliance with the MFMA, the annual DORA and other applicable legislation;
- Respond to the council on any issues raised by the Auditor-General in the audit report;
- To review the quarterly reports submitted to it by the internal audit;
- To evaluate audit reports pertaining to financial, administrative and technical systems;
- The compilation of reports to Council, at least twice during a financial year;
- To review the performance management system and make recommendations in this regard to Council;
- To identify major risks to which Council is exposed and determine the extent to which risks have been minimized;
- To review the annual report of the municipality;
- Review the plans of the Internal Audit function and in so doing; ensure that the plan addresses the high-risk areas and ensure that adequate resources are available.
- Provide support to the Internal Audit function.

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- Ensure that no restrictions or limitations are placed on the Internal Audit section

The municipality's Audit Committee Recommendations for 2013/2014 financial year are as follows:

Municipal Audit Committee Recommendations		
Date of Committee	Committee recommendations during Year 1	Recommendations adopted (enter Yes) If not adopted (provide explanation)
26-Aug-13	Draft Financial Statements ending 30 June 2013	Yes
30-Aug-13	Audit Work Completed and Planned	Yes
30-Aug-13	Information and Communication Technology Audit	Yes
30-Aug-13	Housing Allocation Review	Yes
Municipal Audit Committee Recommendations		
Date of Committee	Committee recommendations during Year 1	Recommendations adopted (enter Yes) If not adopted (provide explanation)
30-Aug-13	Travel Allowance Audit	Yes
30-Aug-13	Leave Policy Audit	Yes
30-Aug-13	Supply Chain Management 4th Quarter Review	Yes
30-Aug-13	Internal Audit Follow-up Reports	Yes
30-Aug-13	2012/2013 Fourth Quarter Performance Assessment	Yes
30-Aug-13	Revised Annual Risk Based Internal Audit Plan 2013/14	Yes
30-Aug-13	Risk Register 4th Quarter 2013/2014	Yes
30-Aug-13	Water Conservation Strategy	Yes
7-Dec-13	Audit Work Completed and Planned	Yes
7-Dec-13	MFMA Compliance Review	Yes
7-Dec-13	DORA Compliance Review	Yes
7-Dec-13	Supply Chain Management 1st Quarter Review	Yes
7-Dec-13	Solid Waste Audit	Yes
7-Dec-13	Internal Audit Follow-up Reports	Yes
7-Dec-13	Distribution Losses Audit	No - Agenda Item referred back for more clarity on findings
7-Dec-13	2013/2014 First Quarter Performance Assessment	Yes
7-Dec-13	Performance- and Audit Committee Planning Calendar	Yes
7-Dec-13	Risk Committee Minutes	No - Agenda item referred back. The Risk Manager should give a detailed presentation at the next meeting
7-Dec-13	ICT Governance Framework	Yes
7-Dec-13	Auditor General's Report for the 2013/13 year	Yes
7-Dec-13	Performance- and Audit Committee Charter	Yes
17-Jan-14	Risk Committee Minutes	Yes
17-Jan-14	2012/13 Annual Report	Yes
17-Jan-14	Distribution Losses Audit	No - Agenda Item referred back for more clarity on findings
7-Mar-14	Audit Work Completed and Planned	Yes
7-Mar-14	Anti-Corruption Audit	Yes

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7-Mar-14	Risk Management Audit	Yes
7-Mar-14	Supply Chain Management 2nd Quarter Review	Yes
7-Mar-14	Solid Waste Audit	Yes
7-Mar-14	Insurance Audit	Yes
7-Mar-14	Internal Audit Follow-up Reports	Yes
7-Mar-14	Auditor General Report - Follow-up	Yes
7-Mar-14	2013/2014 Second Quarter Performance Assessment	Yes
7-Mar-14	Door to Door Project Plan	Yes
7-Mar-14	Financial Statements 31 December 2013	Yes
7-Mar-14	Minutes of the Section 32(2)(b) of the MFMA Committee	Yes
6-Jun-14	Audit Work Completed and Planned	Yes
6-Jun-14	Contract and Project Management Audit	Yes
Municipal Audit Committee Recommendations		
Date of Committee	Committee recommendations during Year 1	Recommendations adopted (enter Yes) If not adopted (provide explanation)
6-Jun-14	Out-dated Policies and By-Laws	Yes
6-Jun-14	Supply Chain Management 3rd Quarter Review	Yes
6-Jun-14	Solid Waste Audit	Yes
6-Jun-14	Excessive Expectations in Relation to Institutional Capacity	Yes
6-Jun-14	Fuel Investigation	Yes
6-Jun-14	Inventory	Yes
6-Jun-14	Internal Audit Follow-up Reports	Yes
6-Jun-14	2013/2014 Third Quarter Performance Assessment	Yes
6-Jun-14	Ad-Hoc FET College Study Bursaries Audit	Yes
6-Jun-14	Internal Audit Evaluation	Yes
6-Jun-14	Performance- and Audit Committee Evaluation	Yes
6-Jun-14	Annual Risk Based Internal Audit Plan 2014/15	No - Plan needs to be reviewed. First Quarter was accepted.
6-Jun-14	Internal Audit Charter	No - Referred back for Municipal Manager's approval
6-Jun-14	SOP: Internal Audit Request for Information	Yes
6-Jun-14	Performance- and Audit Committee Planning Calendar	Yes
6-Jun-14	3rd Quarter Budget Statement	Yes
6-Jun-14	Door to Door Questionnaire	Yes

2.8 SUPPLY CHAIN MANAGEMENT

MFMA section 110 - 119; SCM Regulations 2005; and relevant MFMA circulars set out required processes and guidance manuals to help ensure that SCM arrangements provide appropriate goods and services, offer best value for money and minimize the opportunities for fraud and corruption.

The Local Government: Municipal Finance Management Act, No 56 of 2003, (MFMA) requires the municipality to have and implement a Supply Chain Management Policy (SCM Policy) which gives effect to the provisions of Part 1 of Chapter 11 of the Act that deals with 'Supply Chain Management'.

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The accounting officer submits a report on the implementation of the SCM policy monthly to council.

Council has duly delegated the implementation of the Supply Chain Management Policy to the Accounting Officer who is responsible for taking all reasonable steps to ensure that proper mechanisms and separation of duties in the supply chain management system are in place to minimise the likelihood of fraud, corruption, favouritism and unfair and irregular practices

Supply Chain Management processes

The following thresholds are currently being adhered to in order to support the strategic and operational commitments of the municipality:

(i) Petty cash purchases

Goods are purchased by way of petty cash purchases, up to a transaction value of R200 (VAT included).

(ii) Written or verbal quotations

Goods and services are procured by way of written or verbal quotations for a transaction value over R200 up to R30, 000 (VAT included).

(iii) Formal written price quotations

Goods and services must be procured by way of formal written price quotations for procurements of a transaction value over R30, 000 up to R200, 000 (VAT included).

(iv) A competitive bidding process

- Goods and services are procured by way of a competitive bidding process for-
- Procurement above a transaction value of R200 000 (VAT included); and
 - The procurement of long term contracts.

2.9 BY-LAWS

Section 11 of the MSA gives municipal Councils the executive and legislative authority to pass and implement by-laws and policies.

The following bylaws were approved by council:

By-laws Introduced during Year 2013/14					
Newly Developed	Revised	Public Participation Conducted Prior to Adoption of By-Laws (Yes/No)	Dates of Public Participation	By-Laws Gazetted* (Yes/No)	Date of Publication
Bylaw on liquor trading days and hours	N/A	Yes	18 January 2013 until July 2013	Yes	2 August 2013
Air Pollution Bylaw					
Fire & Safety Bylaw					
Airfield Bylaw					
Nature Reserves Bylaw					
Open Spaces Bylaw					
Fire works					
Traffic bylaw regarding taxi's & busses					
	Impoundment	NO	NONE	NO	NONE

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	of animals				
	Informal trading	NO	NONE	NO	NONE
	Public nuisance	NO	NONE	NO	NONE
	Keeping of animals	NO	NONE	NO	NONE

2.10 WEBSITES

A municipal website should be an integral part of a municipality's communication infrastructure and strategy. It serves as a tool for community participation, improves stakeholder involvement and facilitates stakeholder monitoring and evaluation of municipal performance. Section 75 of the MFMA requires that the municipalities place key documents and information on their website, including the IDP, the annual budget, adjustments budgets and budget related documents and policies.

Below is a website checklist to indicate the compliance to Section 75 of the MFMA:

Municipal Website : Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
Current annual and adjustments budgets and all budget-related documents	Yes	2013/2014 Original budget – 4/6/2013
		2013/2014 Adjustment budget (rollover) – 30/8/2013
		2013/2014 Adjustment budget – 26/2/2014
All current budget-related policies	Yes	4/6/2013
The previous annual report (Year 0)		
The annual report (Year 1) published/to be published		
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (Year 1) and resulting scorecards		
All service delivery agreements (Year 1)		
All long-term borrowing contracts (Year 1)	yes	Monthly as per policy
All supply chain management contracts above a prescribed value (give value) for Year 1	yes	Monthly as per policy
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during Year 1	Yes	Monthly as per policy
Contracts agreed in Year 1 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	Yes	Monthly as per policy
Public-private partnership agreements referred to in section 120 made in Year 1	na	
All quarterly reports tabled in the council in terms of section 52 (d) during Year 1	Yes	Quarter 1 – 10/10/2013
		Quarter 2 – 9/1/2014

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	Quarter 3 – 10/4/2014
	Quarter 4 – 14/7/2014

Note: MFMA S75 sets out the information that a municipality must include in its website as detailed above. Municipalities are, of course encouraged to use their websites more extensively than this to keep their community and stakeholders abreast of service delivery arrangements and municipal developments.

T2.10.1

2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

Final outcome of Town Audits and SLA's to be included on completion.

Chapter 3

CHAPTER 3 – SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)

This chapter will provide information on the functional and strategic performance of the municipality and will indicate how well the municipality is meeting its objectives and which policies and processes are working. All government institutions must report on strategic performance to ensure that service delivery is efficient, effective and economical.

The functional performance of the municipality provides comprehensive information on the implementation of the SDBIP and relevant Functional Area reporting schedules.

The key functions of the Municipality are as follows:

Municipal Functions	
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*
Constitution Schedule 4, Part B functions:	
Air pollution	Yes
Building regulations	Yes
Child care facilities	Yes
Electricity and gas reticulation	Yes
Fire fighting services	No
Local tourism	Yes
Municipal airports	No
Municipal planning	Yes
Municipal health services	No
Municipal public transport	Yes
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Yes
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No
Stormwater management systems in built-up areas	Yes
Trading regulations	Yes
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes
Beaches and amusement facilities	Yes
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlours and crematoria	Yes
Cleansing	Yes
Control of public nuisances	Yes
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	Yes
Fencing and fences	Yes
Licensing of dogs	Yes
Licensing and control of undertakings that sell food to the public	Yes
Local amenities	Yes
Local sport facilities	Yes
Markets	Yes
Municipal abattoirs	Yes
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	Yes
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes

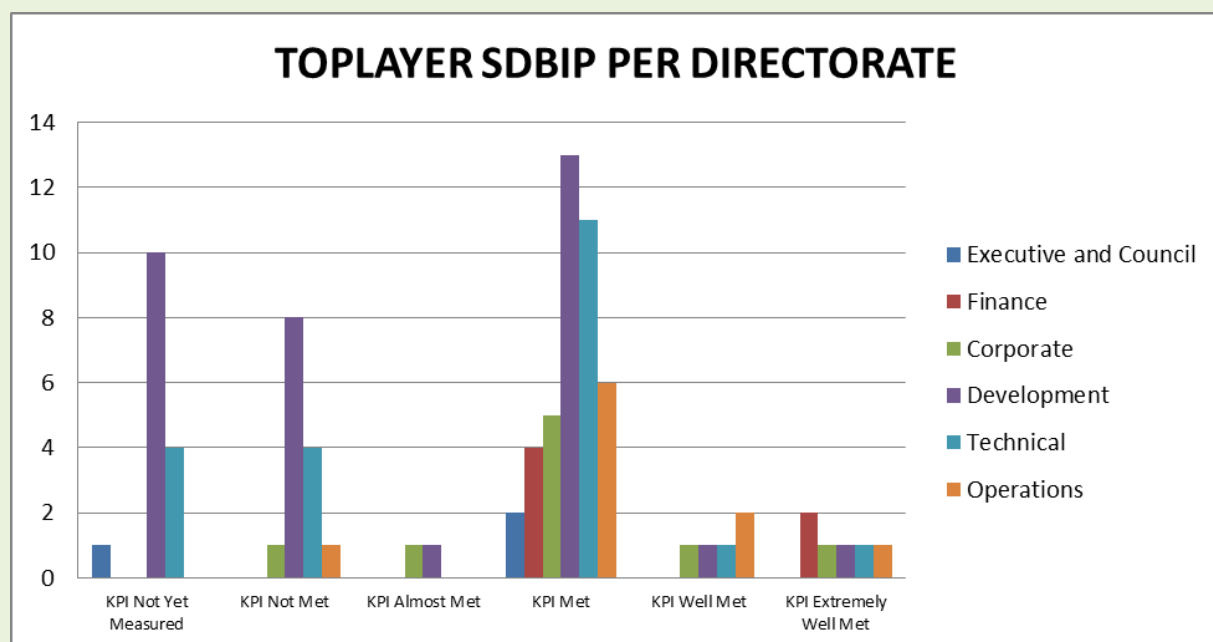
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Municipal Functions	
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*
Street lighting	Yes
Traffic and parking	Yes

The purpose of strategic performance reporting is to report specifically on the implementation and achievement of IDP outcomes. This section provides an overview on the strategic achievement of the municipality in terms of the strategic intent and deliverables achieved as stated in the IDP. The top layer (strategic) SDBIP is the municipality's strategic plan and shows the strategic alignment between the different documents, (IDP, Budget and Performance Agreements).

In the table below, the performance achieved is illustrated against the Top Layer SDBIP per directorate.

	KPI Not Yet Measured	KPI Not Met	KPI Almost Met	KPI Met	KPI Well Met	KPI Extremely Well Met	Total	% KPI Not Met
Executive and Council	1	0	0	2	0	0	3	0%
Finance	0	0	0	4	0	2	6	0%
Corporate	0	1	1	5	1	1	9	11%
Development	10	8	1	13	1	1	34	24%
Technical	4	4	0	11	1	1	21	19%
Operations	0	1	0	6	2	1	10	10%
Total	15	14	2	41	5	6	83	17%



Chapter 3

The following table explains the method by which the overall assessment and actual performance against targets set for the key performance indicators (KPI's) of the SDBIP are met.

Category	Colour	Explanation
KPI Not Yet Measured		KPI's with no targets or actuals in the selected period
KPI Not Met		0% \geq Actual/Target < 75%
KPI Almost Met		75% \geq Actual/Target < 100%
KPI Met		Actual Target = 100%
KPI Well Met		100% > Actual/Target < 150%
KPI Extremely Well Met		Actual/Target \geq 150%

The final SDBIP differs somewhat to the original SDBIP.

The Top Layer SDBIP and its targets cannot be revised without notifying the council. All changes made in service delivery targets and performance indicators must be done with the approval of the council, following approval of an adjustments budget. Council approval is necessary to ensure that the mayor or municipal manager do not revise service delivery targets downwards in the event where there is poor performance.

The following elements necessitated the revision of the SDBIP:

1. The adjustment budget:

The adjustment budget was tabled and adopted by council on 28 February 2013.

Changes to the budget necessitate changes to the budget aspect of the SDBIP.

2. Auditor general's recommendation on the 2011/2012 Performance Audit:

The process for the revision was as follows:

One on one session were held with the respective directors and their heads of departments to ensure consistency with planned objectives, indicators and targets and also to ensure that the KPI's and targets followed the SMART principles.

Chapter 3

A. EXECUTIVE AND COUNCIL

Ref	Directorate	National KPA	Pre-determined Objectives	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Revised Target	Over All Year-To-Date As At June 2014				
										Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures
TL9	Office of the Municipal Manager	Good Governance and Public Participation	Improved Communication and community involvement	Good Governance and Improve the auditing status of the Municipality	Compile and submit a communication implementation plan based on communication strategy to Mayco by end Feb 2014.	Plan adopted by Mayco	new	1	1	1	1	G	Target Achieved: Oversight in including this indicator in the SDBIP. Implementation Plan was approved together with the Communication Strategy in March 2011 Ref: SC06/2011 (February 2014)	
TL10	Office of the Municipal Manager	Good Governance and Public Participation	Improved Communication and community involvement	Good Governance and Improve the auditing status of the Municipality	Roleout of the communication implementation plan by end May 2014	Quarterly performance report submitted to Mayco	new	2	1	1	1	G	Target Achieved: Was tabled at EMC on 19 May 2014, Ref: EMC42.	
TL11	Office of the Municipal Manager	Municipal Transformation and Institutional Development	Optimum utilisation of PMS to ensure continuous performance improvement working towards a clean performance audit	Refine and improve the institutional capacity of the municipality	Review the performance management framework to include individual performance management up to Deputy Director Level and submit to council by end March 2014	PM Framework reviewed and submitted to council by end March 2014	1	1	0	0	0	N/A	Due to capacity constraints in rolling out individual performance management. The approval of this indicator will mean the revision of HR Policies to include Individual performance. This indicator was revised and roled over to 2014/15, Ref: C21/2014.	

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B. DIRECTORATE FINANCE

Ref	Directorate	National KPA	Pre-determined Objectives	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Revised Target	Year-To-Date As At June 2014				
										Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures
TL1	Financial Services	Good Governance and Public Participation	Work towards obtaining a clean audit	Good Governance and Improve the auditing status of the Municipality	Develop a standard operating procedure (SOP) for the overall contract management within the MFMA requirements and submit to management by end March 2014.	Standard operating procedure completed and submitted to management	new	1	1	1	1	G	Target Achieved: SOP was approved by Management on the 09 May 2014.	
TL2	Financial Services	Municipal Financial Viability and Management	Vigorous driving and management of projects of the financial sustainability steering committee	Improved Sustainable Financial Management of the Theewaterskloof Municipality and Execute Legislative requirements	Submit bi-annual performance reports on the implementation of the projects of the financial sustainability steering committee to council	Number of reports submitted	2	2	2	2	2	G	Target achieved: Reports presented and adopted by Council on 3rd December 2013 and 25 June 2014.	
TL3	Financial Services	Municipal Financial Viability and Management	Improved functioning and results of the Revenue Section/improve the collection rate	Improved Sustainable Financial Management of the Theewaterskloof Municipality and Execute Legislative requirements	Achieve a payment percentage of 87% by the end of 2017	Payment %	87	91%	87%	87%	84%	O	Target partially achieved: Payment % = 32 (July 2013) Payment % = 59 (August 2013) Payment % = 74 (September 2013) Payment % = 81 (October 2013) Payment % 82 (November 2013) Payment % = 82 (December 2013) Payment % 85 (January 2014) Payment % =84 (February 2014) Payment % = 85 (March 2014) Payment % = 84 (April 2014) Payment % 85 (May 2014) Percentage% = 84. (June 2014)	A committee has been established to assist and give input on debt collection. Vacancies are budgeted for in the 2014/15 financial year which will assist with the debt collection in Grabouw.
TL4	Financial Services	Municipal Financial Viability and Management	Improved Financial Management	Improved Sustainable Financial Management of the Theewaterskloof Municipality and Execute Legislative requirements	Submit bi-annual financial statements to Audit Committee.	Statements submitted	1	2	2	2	2	G	Target achieved: Annual Financial Statements was tabled at audit committee in August handed over to Auditor General on 30 August 2013. Mid-Year statements were submitted to the Audit Committee in March.	
TL5	Financial Services	Municipal Financial Viability and Management	Improved Financial Management	Improved Sustainable Financial Management of the Theewaterskloof Municipality and Execute Legislative requirements	Financial viability measured in terms of the outstanding service debtors (Total outstanding service debtors/ revenue received for services)	Ratio achieved	12.2	60%	60%	60%	77%	R	Target not achieved. Outstanding Service Debtors = 139 604 993 Revenue Received for Services = 182 291 348	Efficient management of debtors. Credit Control and debt collection

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TL6	Financial Services	Municipal Financial Viability and Management	Improved Financial Management	Improved Sustainable Financial Management of the Theewaterskloof Municipality and Execute Legislative requirements	Financial viability measured in terms of the available cash to cover fixed operating expenditure ((Available cash+ investments)/ Monthly fixed operating expenditure)	Ratio achieved	0.7	1	1	1	1.31	G2	Target well achieved: Ratio Achived - July = 1% Ratio Achieved - August = 1.20% Ratio Achieved - September = 1.28 Ratio achieved - Octobe = 1.32% Ratio Achieved - November = 1.14 Ratio achieved - December = 1.38 Ratio Achieved - January = 1.38 Ratio achieved - February = 1.32 Ratio achieved - March 2014 = 1.68 Ratio Achied - April 2014 = 1.40 Ratio Achieved -May 2014 = 1.33 Ratio Achieved - June 2014 = 1.27	
TL7	Financial Services	Municipal Financial Viability and Management	Improved Financial Management	Improved Sustainable Financial Management of the Theewaterskloof Municipality and Execute Legislative requirements	Financial viability measured in terms of the municipality's ability to meet its service debt obligations ((Total operating revenue- operating grants received)/debt service payments due within the year) (%)	Ratio achieved	10.9	11	11	11	22	B	Target well Achieved: Operating Revenue = 377 277 696 Operating Grants = 9 806 764 Debt Service Payments = 16 797 201	
TL8	Financial Services	Municipal Financial Viability and Management	Improved Financial Management	Improved Sustainable Financial Management of the Theewaterskloof Municipality and Execute Legislative requirements	Introduce a formal Budget Steering Committee by end September 2013	Functional Budget committee	new	1	1	1	1	G	Target Achieved: Meeting was held on 27 May 2013 were the TOR was discussed and approved. Approved by Council on 25 July 2013.	
TL76	Financial Services	Good Governance and Public Participation	Work towards obtaining a clean audit	Good Governance and Improve the auditing status of the Municipality	Quarterly reporting to council on the status of SCM contracts	Number of reports submitted.	new	1	2	1	1	G	Target achieved: Report submitted to Council Meeting 27 May. Ref: SC18/2014 (June 2014)	

C. DIRECTORATE CORPORATE

Ref	Directorate	National KPA	Pre-determined Objectives	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Revised Target	Overall				
										Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures
TL12	Corporate Services	Municipal Transformation and Institutional Development	Improved IT service and infrastructure	Refine and improve the institutional capacity of the municipality	Adoption of the ICT Master systems plan by end March 2014	Draft completed and submitted to council by end March 2014	new	1	1	1	1	G	Target achieved: The MSP was approved by Council on 25 June 2014.	
TL13	Corporate Services	Municipal Transformation and Institutional Development	Improve the functioning of the ward committee system	Good Governance and Improve the auditing status of the Municipality	Development of a public participation Frame work and policy	completed by end March 2014	new	1	1	1	1	G	Target achieved: Policy Framework for Public Participation was approved by Council on 25 June 2014 (<i>June 2014</i>)	
TL14	Corporate Services	Municipal Transformation and Institutional Development	Continuous review of policies and delegations and by-laws	Refine and improve the institutional capacity of the municipality	Review and update one By-law annually by the end of June 2014	1 review	1	1	1	1	1	G	Target Achieved: The Bylaw on Liquor Trading days and hours was adopted by Council and was advertised in the Provincial Gazette on 2 August 2013. The next process for the revision of bylaws has already started. Council took a decision in June to review all the bylaws in the Municipal code. The concept bylaws was published for public participation on 8 July 2014.	
TL15	Corporate Services	Municipal Transformation and Institutional Development	Continuous review of policies and delegations and by-laws	Refine and improve the institutional capacity of the municipality	Review two identified HR policies annually and submit drafts to council for approval by end June (Employee Assistance Program and Training Policies)	Number of policies reviewed and submitted to council	2	2	2	2	3	B	Target Well Achieved: The following three identified policies has been approved by council: EAP - 27 March 2014, Training Policy and TASK - 31 October 2013 Approved	
TL16	Corporate Services	Municipal Transformation and Institutional Development	Continuous review of policies and delegations and by-laws	Refine and improve the institutional capacity of the municipality	Review two identified IT policies annually and submit drafts to council for approval by end June	Number of policies reviewed and submitted to council	2	2	2	2	3	B	Target Well Achieved: ICT help desk, Internet & email and Password Policies were presented to Council on 10 April 2014 and subsequently approved on 24 April 2014.	
TL17	Corporate Services	Municipal Transformation and Institutional Development	Conduct a productivity assessment	Refine and improve the institutional capacity of the municipality	Overall assessment of Organisational Design, processes, resources and ICT (Pilot 2 sites)	Project plan approved by end May 2014	new	1	1	1	1	G	Target Achieved: New service provider appointed on 14 April 2014. Project plan presented to joint meeting of management and LLF on 23 April 2014.	

D. DIRECTORATE DEVELOPMENT

Ref	Directorate	National KPA	Pre-determined Objectives	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Revised Target	Year-To-Date As At June 2014				
										Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures
TL46	Development Services	Basic Service Delivery	Implementation of the Human Settlements Program which includes programs such as IRDP, EHP & EPHP) & Provision and Implementation of serviced sites	To develop integrated and sustainable human settlements that will address the housing demand within the Theewaterskloof Area	Review the Human Settlements Plan	reviewed plan submitted to council by end May 2014	1	1	1	1	1	G	Target Achieved: Human settlement Plan has been workshop on 20th May 2014 and approved by council with the Budget and IDP on 27 May 2014. REF: WS11/2014 C47/2014 (May 2014)	
TL47	Development Services	Municipal Transformation and Institutional Development	Continuous review of policies and delegations and by-laws	Refine and improve the institutional capacity of the municipality	Develop policy on backyard dwellers	number of policies	new	1	0	0	0	N/A	Revised KPI ref SC15/2014. Policy is in Draft format. Was discussed at management and referred to SALGA. Municipality is unable to adopt the policy as it will have extreme financial implications for the municipality. SALGA has agreed to take the discussions on the effects of the implementation of such a policy with the relevant role-players.	
TL48	Development Services	Local Economic Development	Provision of economic and social facilities	Creating and enabling environment favourable for economic and human development in a sustainable manner	Report on Small Farmers Development	Quarterly Reporting to development portfolio committee	4	4	4	4	4	G	Target Achieved: 4th Quarter report submitted: DEV46/2013 was at Portfolio on the 3rd September 2013. 1st Quarter Report was at Portfolio 14 October 2013 DEV52/2013 2nd Quarter Report was at Portfolio on the 04th Feb 2014 DEV07/2014 3rd Quarter was at Portfolio on the 1st April 2014 DEV22/2014.	
TL49	Development Services	Local Economic Development	Facilitate the establishment of partnerships that will result in the improved social conditions of certain communities (vulnerable groups)	Creating and enabling environment favourable for economic and human development in a sustainable manner	Establish partnerships (focussing on the implementation of the youth development strategy)	Number of MOA's signed	2	3	3	3	5	B	Target Extremely Well Achieved: MOA signed with Greyton Transition Town to implement activities within the 110% Green strategy and roll out the buyback centres. MOU with Solution Base, an NGO focusing on Community Safety and working with unemployed youth. 2 organisations have been identified for partnerships, Solution Base and Botriver Advice Centre. Non-financial memorandum of cooperation signed with Solution Base in respect of collaboration and support in community development projects. MOU with Theewaterskloof Enterprise Development Network signed on the 12th February 2014 MOA with Provincial Dept : Community Services signed. MOU with Absa has been signed as an official partner on the Biggest Deal.	

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TL50	Development Services	Local Economic Development	Establish an investor and developer institutional friendly environment within the Municipality	Creating and enabling environment favourable for economic and human development in a sustainable manner	Implement an approved plan for an investor friendly municipality	Number of progress reports submitted to Developers support team	new	3	3	3	2	R	Target not Achieved: Framework, Checklist and project list presented and discussed at Development Support Task team on 23rd October. Progress report tabled at Portfolio in Sept. Framework, Checklist and project list presented and discussed at Development Support Task team on 23rd October. Projects have been identified and assigned. Developers support team meeting took place March 10th, minutes attached Development Support Team meeting postponed on request of the MM.	Available date to be identified on MMs diary.
TL52	Development Services	Local Economic Development	Establish an investor and developer institutional friendly environment within the Municipality	Creating and enabling environment favourable for economic and human development in a sustainable manner	Rollout of an approved implementation plan for the development of SMME's	Number of performance reports submitted to Dev Portfolio committee	new	3	3	4	4	G	Target Achieved: 4th Quarter report submitted: DEV46/2013 was at Portfolio on the 3rd September 2013. 1st Quarter Report was at Portfolio 14 October 2013 DEV52/2013 2nd Quarter Report was at Portfolio on the 04th Feb 2014 DEV07/2014 3rd Quarter was at Portfolio on the 1st April 2014 DEV22/2014.	
TL53	Development Services	Local Economic Development	Contracting and Implementation of the Grabouw Investment Initiative	Creating and enabling environment favourable for economic and human development in a sustainable manner	Sign contracts with investors	Number of contracts signed	new	2	2	2	2	G	Target achieved: Contracts with both consortiums signed. Project Cluster Contracts are being draft for implementation of projects.	
TL54	Development Services	Basic Service Delivery	Infrastructure and bulk upgrades	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Completion of Thusong Centre (DLPG Funding - building upgrade)	% project completed as per project life cycle	100% of project phase	100%	100%	100%	73%	R	Target not achieved: • The safety risk posed by the disrepair of the parapet walls at the Gerald Wright Hall (Grabouw Thusong Centre) was brought under our attention by the contractor appointed to the project as well as the municipal building inspectorate. Subsequently a structural engineer (Cape Spectrum Engineering) had to be appointed to give expert advice on the matter. He did a visual inspection of the external brick wall around the face perimeter of the parapet and found that the parapet wall is loose and risk collapse. This poses a serious safety risk to the users of the building as well as the general public in the surrounding area. Based on his advice, the parapets will had to be taken down and be rebuilt which had a major cost and time implication on the project.	• PGWC compiled a snag list after practical completion date (30 June 2014), for FJD Builders to concentrate on. • Furthermore see the attached letter re final completion date of the Grabouw Thusong Service Centre. We have informed the contractor that “completion date of the Grabouw Thusong Service Centre Project (Tender No: Grab 02/2013/14) is 30 June 2014. Clause 43.1 in this contract states that “The penalty for failing to complete the Works is R1000.00 (One Thousand Rand) per calendar day.” This condition will take effect if full project completion has not been reached by 30 June 2014.

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TL55	Development Services	Basic Service Delivery	The establishment of sustainable rural settlements in the villages of Klein begins, Nuweberg and Lebanon in following the Comprehensive Rural Development Process.	To develop integrated and sustainable human settlements that will address the housing demand within the Theewaterskloof Area	Submit a project plan to Mayco on the amalgamation of Nuweberg & Lebanon into the Municipal area and a legal and functional solution for Kleinbegin by end April 2014.	Project plan approved by Mayco	new	1	1	1	0	R	Target not Achieved: Feedback was awaited from the Department of Rural Development for inputs regarding the infrastructure plans for Kleinbegin. Input was also awaited from the National Department of Public Works to finalize the infrastructure upgrades for Nuweberg and Lebanon. Inter-governmental meetings with Director Generals office is currently being conducted to speed up land transfers. Ongoing engagement with the communities, Department of Public Works and Department of Rural Development regarding infrastructure upgrades and land transfers. Feedback given at the Ward Councillor Forum Meeting held 19 March 2014 on progress in Lebanon, Nuweberg and Kleinbegin.	Indicator to be rolled over to new financial year.
TL56	Development Services	Basic Service Delivery	Provision of economic and social facilities	To develop integrated and sustainable human settlements that will address the housing demand within the Theewaterskloof Area	Provision of new sport facilities	% of projects completed as per project plan	1	100%	100%	100%	100%	G	Target achieved: Phase one of project completed as per project plan and 100% of budget spent.	
TL57	Development Services	Basic Service Delivery	Implementation of the Human Settlements Program which includes programs such as IRDP, EHP & EPHP) & Provision and Implementation of serviced sites	To develop integrated and sustainable human settlements that will address the housing demand within the Theewaterskloof Area	Implement the Riviersonderend Housing project	Number of sites serviced	10	10	0	0	0	N/A	Revised KPI and rolled over to new Financial year, Ref SC15/2014. Application has been submitted to Department human Settlements. Still awaiting approval. Indicator to move to new financial year.	
TL58	Development Services	Basic Service Delivery	Implementation of the Human Settlements Program which includes programs such as IRDP, EHP & EPHP) & Provision and Implementation of serviced sites	To develop integrated and sustainable human settlements that will address the housing demand within the Theewaterskloof Area	Implement the Riviersonderend Housing project	Number of top structures completed	10	10	0	0	0	N/A	Revised KPI and rolled over to new Financial year, Ref SC15/2014. Application has been submitted to Department human Settlements. Still awaiting approval. Indicator to move to new financial year.	
TL59	Development Services	Basic Service Delivery	Implementation of the Human Settlements Program which includes programs such as IRDP, EHP & EPHP) & Provision and Implementation of serviced sites	To develop integrated and sustainable human settlements that will address the housing demand within the Theewaterskloof Area	Implement the Caledon 212 housing project	Number of sites serviced	100	100	100	100	106	G2	Target Well Achieved: 106 Erven serviced	
TL60	Development Services	Basic Service Delivery	Implementation of the Human Settlements Program which includes programs such as IRDP, EHP & EPHP) & Provision and Implementation of serviced sites	To develop integrated and sustainable human settlements that will address the housing demand within the Theewaterskloof Area	Implement the Caledon 212 housing project	Number of top structures completed	100	212	212	212	89	R	Target not Achieved: Only 89 top Structures has been completed June 2014.	Civil will only be done in August 2014 to complete the remaining Top structures.
TL61	Development Services	Basic Service Delivery	Implementation of the Human Settlements Program which includes programs such as IRDP, EHP & EPHP) & Provision and Implementation of serviced sites	To develop integrated and sustainable human settlements that will address the housing demand within the Theewaterskloof Area	Implement the Villiersdorp 70 housing project	Number of sites serviced	30	32	0	0	0	N/A	Revised KPI, Ref SC15/2014. Contract cancelled with Service Provider. The 32 top Structures will be included in the 225 project and the 32 sites will be included into the Land Disposal Register and put on the market for GAP Housing.	
TL62	Development Services	Basic Service Delivery	Implementation of the Human Settlements Program which includes programs such as IRDP, EHP & EPHP) & Provision and Implementation of serviced sites	To develop integrated and sustainable human settlements that will address the housing demand within the Theewaterskloof Area	Implement the Villiersdorp 70 housing project	Number of top structures completed	38	32	0	0	0	N/A	Revised KPI, Ref SC15/2014. Contract cancelled with Service Provider. The 32 top Structures will be included in the 225 project and the 32 sites will be included into the Land Disposal Register and put	

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													on the market for GAP Housing.	
TL63	Development Services	Basic Service Delivery	Implementation of the Human Settlements Program which includes programs such as IRDP, EHP & EPHP) & Provision and Implementation of serviced sites	To develop integrated and sustainable human settlements that will address the housing demand within the Theewaterskloof Area	Implement the Villiersdorp 115 Rectification housing project	Number of top structures completed	new	115	0	0	0	N/A	Revised KPI. Provincial Treasury initially approved a loan for this project. After much consultation, the loan was converted into a grant in December 2013. The Professional resource team appointed by Province will assist with the implementation of this project.	
TL64	Development Services	Basic Service Delivery	Implementation of the Human Settlements Program which includes programs such as IRDP, EHP & EPHP) & Provision and Implementation of serviced sites	To develop integrated and sustainable human settlements that will address the housing demand within the Theewaterskloof Area	Implement the Villiersdorp 225 housing project	Number of sites serviced	new	100	0	0	0	N/A	Revised KPI, Ref SC15/2014. Project experienced delays due to servitude of 20 meters found. Approval had to be obtained from DWA and layout has be revised and approved. Project scheduled to be implemented during August/September 2014	
TL65	Development Services	Basic Service Delivery	Implementation of the Human Settlements Program which includes programs such as IRDP, EHP & EPHP) & Provision and Implementation of serviced sites	To develop integrated and sustainable human settlements that will address the housing demand within the Theewaterskloof Area	Implement the Villiersdorp 225 housing project	Number of top structures completed	new	50	0	0	0	N/A	Revised KPI, Ref SC15/2014. Project experienced delays due to servitude of 20 meters found. Approval had to be obtained from DWA and layout has been revised and approved. Project scheduled to be implemented during August/September 2014	
TL66	Development Services	Basic Service Delivery	Implementation of the Human Settlements Program which includes programs such as IRDP, EHP & EPHP) & Provision and Implementation of serviced sites	To develop integrated and sustainable human settlements that will address the housing demand within the Theewaterskloof Area	Implement the Botrivier 181 housing project	Number of sites serviced	new	181	181	181	181	G	Target Achieved: Sites has been serviced and project completed.	
TL67	Development Services	Basic Service Delivery	Implementation of the Human Settlements Program which includes programs such as IRDP, EHP & EPHP) & Provision and Implementation of serviced sites	To develop integrated and sustainable human settlements that will address the housing demand within the Theewaterskloof Area	Implement the Botrivier 181 housing project	Number of top structures completed	new	50	50	50	0	R	Target not Achieved Invoice AS006PAA1003 of June 2014 depicts that 90 foundation , 68 wall plates and 48 roofs were completed as per invoice.	Houses to be handed over in July 2014
TL68	Development Services	Basic Service Delivery	Implementation of the Human Settlements Program which includes programs such as IRDP, EHP & EPHP) & Provision and Implementation of serviced sites	To develop integrated and sustainable human settlements that will address the housing demand within the Theewaterskloof Area	Implement the Rooidakke 1169 housing project	Number of sites serviced		200	200	200	0	R	Target not Achieved: last Invoice SS499 for June 2014. Awaiting on certificate from civil engineers. <i>(June 2014)</i>	Civil certificates awaiting <i>(June 2014)</i>
TL69	Development Services	Basic Service Delivery	Implementation of the Human Settlements Program which includes programs such as IRDP, EHP & EPHP) & Provision and Implementation of serviced sites	To develop integrated and sustainable human settlements that will address the housing demand within the Theewaterskloof Area	Implement the Rooidakke 1169 housing project	Number of top structures completed		100	100	100	98	O	Target Almost Achieved Certificate 19 invoice SS501 depicts that 181 foundations 181 wall plates, 106 top floors, 94 wall plates 1st floor and 169 roofs and 98 houses completed.	the other 2 houses already completed but not reflected on invoice. <i>(June 2014)</i>
TL70	Development Services	Basic Service Delivery	Implementation of the Human Settlements Program which includes programs such as IRDP, EHP & EPHP) & Provision and Implementation of serviced sites	To develop integrated and sustainable human settlements that will address the housing demand within the Theewaterskloof Area	Planning of Waterworks 366 housing project-	EIA application submitted	new	1	1	1	1	G	Target Achieved Feedback received from DEA. Outcome is No EIA needed.	
TL71	Development Services	Basic Service Delivery	Implementation of the Human Settlements Program which includes programs such as IRDP, EHP & EPHP) & Provision and Implementation of serviced sites	To develop integrated and sustainable human settlements that will address the housing demand within the Theewaterskloof Area	Implement the Siteview Rectification housing project	Number of top structures completed	new	100	100	100	54	R	Target not Achieved Phase1 - 54 units completed and other phase has been advertise on tender.	Tender went out for next financial year for rest of rectification of Siteview project. <i>(June 2014)</i>
TL72	Development Services	Basic Service Delivery	Ensure unbiased allocation of housing opportunities	To develop integrated and sustainable human settlements that will address the housing demand within the Theewaterskloof Area	Review housing allocation policy and submit to council for approval by end June 2014	Reviewed policy submitted to council by end June 2014	1	1	1	1	1	G	Target Achieved: Policy was reviewed and adopted by council on 25 June 2014 . <i>C65/2014</i>	

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TL73	Development Services	Municipal Financial Viability and Management	Acquire land for planned integrated Human Settlements	To develop integrated and sustainable human settlements that will address the housing demand within the Theewaterskloof Area	Rollout an approved project plan to speed up land transfers from the Dept of national Public Works to the municipality	Project Plan approved by Management by end March 2014.	new	3	0	0	0	N/A	Revised KPI, Ref SC15/2014. Impossible to come to consensus with National on their processes and deadline. The process is beyond our control. Property unit is in contact with the Provincial office on a monthly basis to get feedback on status of land transfers. A quarterly report is submitted to our portfolio committee.	
TL74	Development Services	Basic Service Delivery	Implementation of the Human Settlements Program which includes programs such as IRDP, EHP & EPHP) & Provision and Implementation of serviced sites	To develop integrated and sustainable human settlements that will address the housing demand within the Theewaterskloof Area	submit a 3 year plan for the upgrading of sport facilities	Plan approved by council	new	1	1	1	1	G	Target Achieved: Plan submitted to council on 25 June 2013.	
TL75	Development Services	Basic Service Delivery	Facilitate the establishment of partnerships that will result in the improved social conditions of certain communities (vulnerable groups)	Creating and enabling environment favourable for economic and human development in a sustainable manner	submit a project proposal to the VPUU project committee.	Proposal submitted by end September 2013	new	0	1	1	1	G	Target Achieved: Meeting held with VPUU officials, ASLA and Urban Dynamics in the WCG DEADP offices on 2 April towards implementation.	
TL77	Development Services	Basic Service Delivery	Facilitate the establishment of partnerships that will result in the improved social conditions of certain communities (vulnerable groups)	Creating and enabling environment favourable for economic and human development in a sustainable manner	Implementation of VPUU Programme.	Project Plan approved by June 2014	new	1	1	1	0	R	Target not Achieved: Implementation Planning meeting held on 11 March 2014. Site visit to Villiersdorp on 14 March 2014.	
TL78	Development Services	Basic Service Delivery	Roll out of a traffic policing intensification project	Increased community safety through traffic policing, bylaw enforcement and disaster management	Draft an implementation plan based on the law enforcement strategy for the intensification of traffic policing and submit to the steering committee	Implementation plan submitted to the steering committee	new	1	1	1	1	G	Target Achieved: Implementation plan to be submitted to the Steering Committee end of May 2014 by the Chief of Traffic. On 27 June 2014 Management Approves the Traffic and Law enforcement strategy TOR and Implementation plan M154/2014	
TL79	Development Services	Basic Service Delivery	Intensify the Impact of Traffic Policing in the TWK	Increased community safety through traffic policing, bylaw enforcement and disaster management	Submit quarterly progress reports on the implementation of the law enforcement strategy to the portfolio committee for public safety	Number of reports submitted	new	2	0	0	0	N/A	Revised KPI. To be rolled over to new financial year due to the delayed adoption of the plan by Management and the Steering committee.	
TL80	Development Services	Basic Service Delivery	Implementation of Town Renewal Strategies by using mechanisms such as Special Rates Areas	Increased community safety through traffic policing, bylaw enforcement and disaster management	Compile and submit a Special Rates areas policy and by-law to council for approval	Special Rates areas policy & by-law submitted to council	new	1	1	1	1	G	Target achieved: Special Rates Policy was tabled for amendment at the Council Meeting scheduled for 23 January 2014. Amendments have been approved. Special Rates Area By-law in the process of being advertised for public comment.	
TL81	Development Services	Municipal Financial Viability and Management	Vigorous driving and management of projects of the financial sustainability steering committee	Improved Sustainable Financial Management of the Theewaterskloof Municipality and Execute Legislative requirements	Develop a Land Disposal Strategy	% of activities completed as per project life cycle	new	100%	100%	100%	100%	G	Target achieved: The Financial Viability Meeting for September 2013 was not scheduled. The Land Disposal Strategy was presented at the Management Meeting of 11 October 2013. M186/2013. Council meeting was postponed to 3 December 2013 Meeting was held on 3 December 2013 and resolved under C115/2013.	

E. DIRECTORATE OPERATIONS

Ref	Directorate	National KPA	Pre-determined Objectives	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Revised Target	Year-To-Date As At June 2014				
										Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures
TL18	Operational Services	Basic Service Delivery	Day to Day Service Delivery	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Quarterly report to Mayco on the outcome of the SLA's for each town (focussing on the ratings, the top 5 critical short comings and remedies)	Number of reports	4	4	4	4	0	R	Target Not Achieved: Reports for 4th, 1st, 2nd and 3rd quarters was presented to Management and Operations Portfolio committee. Secretariat Services omitted to include report on the agenda of Mayco.	Reports needs to be submitted to MAYCO, but was only at Portfolio.
TL19	Operational Services	Basic Service Delivery	Day to Day Service Delivery	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Provision of water within minimum service levels and above	Number of facilities provided	50	47	47	47	48	G2	Target Well Achieved: Water Installations - Villiersdorp= 10 Grabouw= 30 RSE= 8	
TL25	Operational Services	Basic Service Delivery	Infrastructure and bulk upgrades	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Provision of high mass lights for increased safety	Number of high mass lights	2	5	5	5	7	G2	Target Well Achieved: Villiersdorp= 2 Grabouw= 3 RSE= 1 Caledon= 1	
TL26	Operational Services	Basic Service Delivery	Day to Day Service Delivery	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Provision of sanitation within minimum service levels and above	Number of facilities provided	30	100	100	100	154	B	Target Extremely Well Achieved: Villiersdorp= 100 Grabouw= 46 Riviersonderend= 8	
TL27	Operational Services	Basic Service Delivery	Day to Day Service Delivery	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Quarterly reporting on progress to the Portfolio Committee on quick win projects (operational + capital)	Number of reports"	4	4	4	4	4	G	Target Achieved: Reported to Portfolio first report on 14 August 2013 Ref OP12/2013, second report on 04 September 2013. Ref OP18/2013 and 3 report on 6 November Ref OP 20/2013 and 4th Report 02 April 2014 resolved.	
TL28	Operational Services	Basic Service Delivery	Day to Day Service Delivery	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Updated equipment maintenance files wrt Blue drop status requirements	updated files (31 water pump stations)	80	100%	100%	100%	100%	G	Target Achieved: Files for all 31 pump stations updated and available at IDP/ PMS Office	
TL29	Operational Services	Basic Service Delivery	Day to Day Service Delivery	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Updated equipment maintenance files wrt Green drop status requirements	updated files (15 sewerage pump stations)	80	100%	100%	100%	100%	G	Target Achieved: All Files at IDP/ PMS Office	

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TL30	Operational Services	Basic Service Delivery	Day to Day Service Delivery	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Develop scheduled maintenance programs per town with respect to sports facilities; cemeteries and municipal buildings	Number of Maintenance Programs	3	3	3	3	3	G	Target Achieved: Maintenance plans for upgrade and maintaining of Cemeteries, Sports facilities and Mun. Buildings were accepted by Management. Meeting held 2 August 2013.	
TL31	Operational Services	Basic Service Delivery	Day to Day Service Delivery	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Conduct Town evaluations/Town Audits by end June Annually	number of audits	1	1	1	1	1	G	Target Achieved: 2012/13 Audit has been done and an awards ceremony took place on the 3rd December 2013.	
TL83	Operational Services	Basic Service Delivery	Conserve the natural environment and improve the quality of our living environment	Improved environmental management	Report on the Implementation of the Water Conservation Strategy in all towns	Quarterly reporting on Number of programmes implemented	new	3	2	2	2	G	Target Achieved: Discussion took place on the 05 Feb 2014 for the Period July-Dec 2013 and 02 April 2014 for the 3rd quarter.	

F. DIRECTORATE TECHNICAL SERVICES

Ref	Directorate	National KPA	Pre-determined Objectives	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Revised Target	Year-To-Date As At June 2014				
										Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures
TL20	Technical Services	Basic Service Delivery	Infrastructure and bulk upgrades	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Roads Upgrade Greyton (Heuwelkroon) Aster Laan	% of project completed	100% of planned project	100%	100%	100%	100%	G	Target Achieved. Project is complete; certificate of completion was attached April 2014. Additional work mentioned in April SDBIP reporting has also been completed.	
TL21	Technical Services	Basic Service Delivery	Implementation of three year infrastructure and basic services upgrade, expansion and replacement program linked to the MIG Program, Capital Reserve Development Program and development contribution program	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Submission of EIA application for extension of Caledon cemetery	application submitted	new	1	1	1	1	G	Target Achieved: application for extension of cemetery for EIA has been submitted on 30 Sept 2013	
TL22	Technical Services	Basic Service Delivery	Implementation of three year infrastructure and basic services upgrade, expansion and replacement program linked to the MIG Program, Capital Reserve Development Program and development contribution program	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Construction of WWTP in Tesselaarsdal with approved capital projects for the financial year	% of project completed	new	100%	100%	100%	100%	G	Target Achieved: The WWTP has been completed and is in operation	

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TL23	Technical Services	Basic Service Delivery	Infrastructure and bulk upgrades	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Roads Upgrade Extension 11 - Street 9 & 10 (Villiersdorp)	% of project completed	100% of planned project	100%	100%	100%	100%	G	Target Achieved: Project is completed	
TL24	Technical Services	Basic Service Delivery	Infrastructure and bulk upgrades	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Roads Upgrade Brook/Pointsettia/Sycamore Street Botriver	% of project completed	100% of planned project	100%	100%	100%	100.00%	G	Target Achieved: Project is completed	
TL32	Technical Services	Basic Service Delivery	Implementation of three year infrastructure and basic services upgrade, expansion and replacement program linked to the MIG Program, Capital Reserve Development Program and development contribution program	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Submission of EIA application for extension of Grabouw(Knoffloks kraal) cemetery	application submitted	new	1	1	1	1	G	Target Achieved: application for extension of cemetery for EIA has been submitted on 30 Sept 2013	
TL33	Technical Services	Basic Service Delivery	Implementation of three year infrastructure and basic services upgrade, expansion and replacement program linked to the MIG Program, Capital Reserve Development Program and development contribution program	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Revision of the Water Services Master Plan by the end of June 2014	Plan revised	1	1	1	1	0	R	Target Not Achieved: Draft has been workshopped with operational teams and the final draft is in progress (May 2014) Water Master Plan has been updated, but not been approved by council.	Item will be submitted to council in New financial year
TL34	Technical Services	Basic Service Delivery	Implementation of three year infrastructure and basic services upgrade, expansion and replacement program linked to the MIG Program, Capital Reserve Development Program and development contribution program	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Revision of the Stormwater Master Plan by the end of June 2014	Plan revised	1	1	0	0	0	N/A	Revised KPI. To be rescheduled depending on availability of funds, Ref C21/2014.	

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TL35	Technical Services	Basic Service Delivery	Implementation of three year infrastructure and basic services upgrade, expansion and replacement program linked to the MIG Program, Capital Reserve Development Program and development contribution program	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Revision of the Roads Master Plan by the end of June 2014	Plan revised	1	1	1	1	0	R	Target Not Achieved: As per May 2014 reporting the update has been completed, but a query was submitted to the consultants from Technical Services in regards to the replacement value of the road network stipulated in the updates Pavement Management system. The issue has been resolved, but delayed submission to council.	Item will be submitted to council in new financial year. Full document is to large to upload, the hard copy is available at Technical Services offices.
TL36	Technical Services	Basic Service Delivery	Implementation of three year infrastructure and basic services upgrade, expansion and replacement program linked to the MIG Program, Capital Reserve Development Program and development contribution program	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Revision of the Sewerage Master Plan by the end of June 2014	Plan revised	1	1	0	0	0	N/A	Revised KPI. To be rescheduled depending on availability of funds, Ref C21/2014.	
TL37	Technical Services	Basic Service Delivery	Implementation of three year infrastructure and basic services upgrade, expansion and replacement program linked to the MIG Program, Capital Reserve Development Program and development contribution program	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Upgrade the existing bulk water storage and related pipework for Grabouw by the end of June 2015	completion of reservoir structure	100% of planned phase	100%	75%	75%	75%	G	Target Achieved: Reservoir walls have been completed.	
TL38	Technical Services	Basic Service Delivery	Implementation of three year infrastructure and basic services upgrade, expansion and replacement program linked to the MIG Program, Capital Reserve Development Program and development contribution program	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Obtain ROD for the Construction of new bulk sewer system for Bereaville	ROD obtained	new	1	1	1	1	G	Target achieved: The Department of Environmental Affairs has accepted the Basic Assessment Report. ROD (environmental authorisation) was issued by the department 27 September 2013	
TL39	Technical Services	Basic Service Delivery	Implementation of three year infrastructure and basic services upgrade, expansion and replacement program linked to the MIG Program, Capital Reserve Development Program and development contribution program	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Upgrade of the Grabouw Waste Water Treatment Works	Completion of phase 2	100% of planned phase	100%	100%	100%	50%	R	Target not Achieved. The target is based on the completion of mechanical & electrical equipment installations by the M&E contractor. Mechanical & Electrical installations still in progress (<i>May 2014</i>) The contractor was unable to successfully commission the phase 2 machinery. Resulted, the completion certificate could not be issued. The	The consultant has been requested to report on the matter, where after the outcome will be reported on and the matter addressed in terms of the contract

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														contractor is continuing with the outstanding work. <i>(June 2014)</i>	
TL40	Technical Services	Basic Service Delivery	Implementation of three year infrastructure and basic services upgrade, expansion and replacement program linked to the MIG Program, Capital Reserve Development Program and development contribution program	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Upgrade of the Villiersdorp Waste Water Treatment Works	% of project completed	new	100%	70%	70%	70%	G	Target Achieved: Construction work is continuing and work of a satisfactory quality is being rendered. <i>(April 2014)</i> The MCC Building and Dewatering Building has been completed. Constructions of the aerobic and anaerobic tanks are in an advanced stage. <i>(June 2014)</i>		
TL41	Technical Services	Basic Service Delivery	Implementation of three year infrastructure and basic services upgrade, expansion and replacement program linked to the MIG Program, Capital Reserve Development Program and development contribution program	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Roads Upgrade Protea Street (RSE)	% of project completed	100% of planned project	100%	100%	100%	100%	G	Target achieved: Project completed and Completion Certificate Attached.		
TL42	Technical Services	Basic Service Delivery	Implementation of three year infrastructure and basic services upgrade, expansion and replacement program linked to the MIG Program, Capital Reserve Development Program and development contribution program	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Limit water losses to less than 15%	% of unaccounted for water	15%	15%	15%	15%	22.40%	R	Target not Achieved: Water losses Audit has been done to aid with management of information used to calculate water losses, and identify problem areas.	Streamlining of actions from water losses audit to ensure problem areas are identified swiftly and rectified Audit recommendations will be implemented to reduce water losses. Funding to implement recommendations are problematic. Recommendations that can be implemented without major funding requirements will be implemented asap	
TL43	Technical Services	Basic Service Delivery	Implementation of three year infrastructure and basic services upgrade, expansion and replacement program linked to the MIG Program, Capital Reserve Development Program and development contribution program	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Limit distribution losses for electricity to below 8.4%	% unaccounted for electricity	8.4	8.40%	8.40%	8.40%	4%	B	Target Exceptionally well Achieved: Report available		
TL44	Technical Services	Basic Service Delivery	Infrastructure and bulk upgrades	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Roads Upgrade Bos Street (Grabouw)	% of project completed	100% of planned project	100%	100%	100%	100%	G	Target Achieved: Completion Certificate attached and project completed		

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TL45	Technical Services	Basic Service Delivery	Day to Day Service Delivery	Infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and improve sustainability in the process	Install pre-paid electricity meters	# of meters installed	100	500	500	500	655	G2	Target well Achieved: All Applications attached.	
TL51	Technical Services	Basic Service Delivery	Conserve the natural environment and improve the quality of our living environment	Improved environmental management	Implementation of the approved Waste Minimisation plan	number of reports submitted to Mayco	new	2	0	0	0	N/A	Revised KPI. To be rolled over to new financial year, Ref C21/2014.	
TL82	Technical Services	Basic Service Delivery	Conserve the natural environment and improve the quality of our living environment	Improved environmental management	Development and approval of Waste Minimisation Plan	Approved Plan	new	1	0	0	0	N/A	Revised KPI. To be rolled over to new financial year, Ref C21/2014.	

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COMPONENT A: BASIC SERVICES

This component includes: water; waste water (sanitation); electricity; waste management; and housing services; and a summary of free basic services.

Some of the challenges experienced are:

- Provision of basic services on a sustainable basis.
- Stimulating local economic development.
- Sound management of its financial affairs.
- Strengthening continued community participation in the affairs of Local Government.
- Provision of subsidised / low cost housing.
- Development of a social strategy.
- Growing population, unemployment and poverty.
- Continued reformation in local government.
- Backlog in infrastructure.

3.1. WATER PROVISION

As a priority it is the responsibility of TWKM to make sure that adequate and appropriate investments are made to ensure progressive realisation of the right of the people in its area of jurisdiction to receive at least a basic level of water service.

TWKM like all other WSAs countrywide, faces a series of challenges namely:

- Provision of basic services on a sustainable basis.
- Stimulating local economic development.
- Sound management of its financial affairs.
- Strengthening continued community participation in the affairs of Local Government.
- Provision of subsidised / low cost housing.
- Development of a social strategy.
- Growing population, unemployment and poverty.
- Continued reformation in local government.
- Backlog in infrastructure.

There is no basic water and sanitation services backlog in the urban areas of TWKM's Management Area. It is however estimated that there might still be households on the farms in the rural areas with existing service levels below RDP standard. It is important for TWKM to verify the service levels on the farms through a detail survey.

The Municipality's biggest challenge is to address the housing backlog in the urban areas and to ensure that the necessary bulk infrastructure is in place in order to meet the future demands. There are currently approximately 9 306 applications on the Municipal Housing Register.

Adequate funds also need to be allocated to essential rehabilitation and maintenance of the existing infrastructure in addition to the need to extend services to poor communities as both are priorities which need to be addressed. Due to the lack of adequate funds, such maintenance is however in competition with the need to extend services to the poor communities. The lack of maintenance of existing assets could result in the total collapse of such service with enormous economic consequences.(WSDP Exec summary page 2)

Reliance on Water Resources Available and Bulk Infrastructure

Most of the towns in TWKM's Management Area have adequate water supply sources to meet the future water requirements, even for the high growth scenarios. It is only Greyton where the combined yield of the existing

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water sources seems to be only adequate till 2025. It is however important that the percentage of non-revenue water for these towns be drastically reduced.

TWKM's asset register indicates that 18% of the water supply infrastructure and 26% of the sanitation infrastructure are in poor or very poor condition and will require significant refurbishment or replacement in due course. The Water and Sewer Master Plans for the various towns in TWKM's Management Area recommends upgrades to the value of R205M and R113M (Estimated Cost values) in the foreseeable future in order to accommodate development and population growth according to the SDF. (WSDP Exec summary page3)

CONSERVATION AND DEMAND MANAGEMENT

Promoting the efficient use of water should be a driver of the WSDP process, particularly since South Africa is a water scarce country. Water required as a result of the service level targets may exceed water availability. There are two options in this case, either build new infrastructure (which is very costly), or institute a WC/WDM strategy, or a combination of the two. The need to implement WC/WDM is not limited to water resource requirements. The implementation of WC/WDM can have a significant impact in ensuring effective, affordable and sustainable water services with social, economic and environmental benefits.

The National Water Audit Section 2(h)(iii) requires WSAs to prepare WC/WDM strategies in order to achieve more efficient use of water. (WSDP Module 2 Topic 8.1 pg)

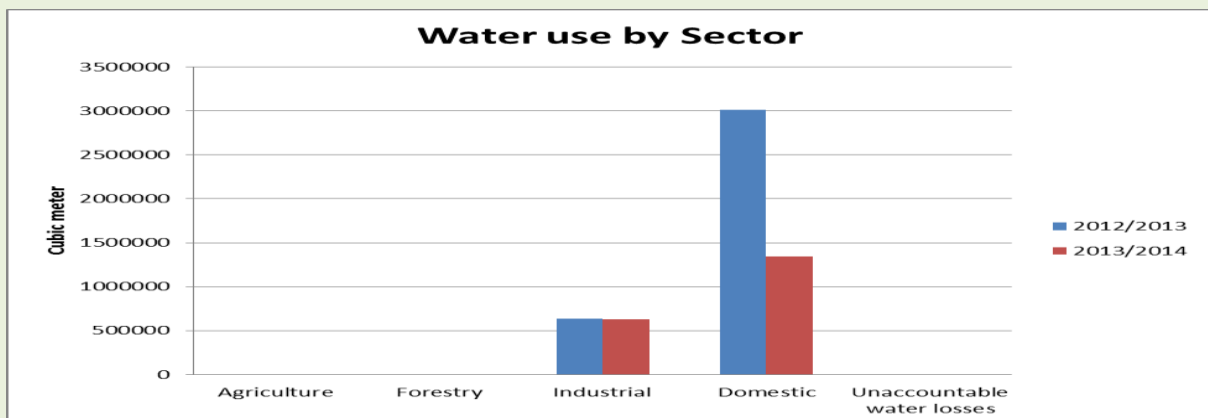
We have been able to upgrade bulk service capacity to the extent that it can with the exception of Caledon Waste Water treatment now be considered as a low risk. Most of these upgrades were done in Grabouw and through grant funding. Counter funding however required loans and own funding. Loan redemption and own funding has to be subsidised by other towns.

Water and Sanitation distribution has however now due to ageing become a high risk area. It needs to be noted that probably the majority of these networks are in areas not covered by grants and which can now be referred to as so called non grant funded areas. If an area does not qualify for MIG it should be considered as a non-grants funded area.

Along with the above our Water Conservation Strategy has been implemented over a ten year period and a well inform Water risk plan has identified possible risks which are mitigated.

3.1.1 TOTAL USE OF WATER BY SECTOR

Year	Agriculture	Forestry	Industrial	Domestic	Unaccountable water losses
2012/2013	0	0	635959	3010214	994 950kl/year-22.2%
2013/2014	0	0	625903	1347261	22.50%



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3.1.2 WATER SERVICE DELIVERY LEVELS

Below is a table that specifies the different water service delivery levels per households in all formal areas for the financial years 2010/11 till 2013/14:

Water Service Delivery Levels				
Households				
Description	Year 2010/11	Year 2011/12	Year 2012/13	Year 2013/14
	Actual	Actual	Actual	Actual
	No.	No.	No.	No.
<u>Water: (above min level)</u>				
Piped water inside dwelling	24 283	16 177	21 572	23 905
Piped water inside yard (but not in dwelling)	–	–	–	–
Using public tap (within 200m from dwelling)	3689	4624	5097	5097
Other water supply (within 200m)	0	0	0	0
Minimum Service Level and Above sub-total	27 972	20 801	26 669	29 002
Minimum Service Level and Above Percentage	100%	100%	100%	100%
<u>Water: (below min level)</u>				
Using public tap (more than 200m from dwelling)	0	0	0	0
Other water supply (more than 200m from dwelling)	0	0	0	0
No water supply	0	61	61	0
Below Minimum Service Level sub-total	0	61	61	0
Below Minimum Service Level Percentage	0%	0%	0%	0%
Total number of households*	27 972	20 862	26 730	29 002

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3.1.3 HOUSEHOLDS WATER SERVICE DELIVERY LEVELS BELOW MINIMUM

Households - Water Service Delivery Levels below the minimum						
Households						
Description	2010/11	2011/12	2012/13	2013/14		
	Actual	Actual	Actual	Original Budget	Adjusted Budget	Actual
	No.	No.	No.	No.	No.	No.
Formal Settlements						
Total households	28 033	20 862	26 669	0	0	29 002
Households below minimum service level	0	0	0	0	0	0
Proportion of households below minimum service level	0%	0%	0%	0%	0%	0%
Informal Settlements						
Total households	3689.00	4624.00	5097.00	0.00	0.00	5097.00
Households below minimum service level	0.00	0.00	0.00	0.00	0.00	0.00
Proportion of households below minimum service level	0%	0%	0%	0%	0%	0%

Access to Water			
	Number of households with access to water points*	Number of households with access to piped water	Proportion of households receiving 6 kl free#
2011/12	4624	20862	100%
2012/13	5097	26669	100%
2013/14	5097	29002	100%

3.1.4 EMPLOYEES WATER SERVICE

Employees: Water Services					
Job Level	Year 2012/13	Year 2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	11	11	11	0	0%
4 - 6	16	16	14	2	13%
7 - 9	3	3	3	0	0%
10 - 12	3	3	3	0	0%
13 - 15	0	0	0	0	0%
16 - 18	0	0	0	0	0%
19 - 20		0	0	0	0%
Total	33	33	31	2	6%

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Many of the operators at the water treatment plants lack formal qualifications. Due to the limited number of staff, fulltime training is impossible. It is imperative that alternate types of training should be investigated such as onsite/in house training or even the option of "recognized prior learning". These challenges are the most prevalent in the water and sanitation departments.

3.1.4 FINANCIAL PERFORMANCE WATER SERVICE

Financial Performance: Water Services					
R'000					
Details	Year 2012/13	Year 2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	33,478	47,695	40,337	39,417	-2%
Expenditure:					
Employees	5,750	6,005	6,150	6,311	3%
Repairs and Maintenance	2,160	2,965	3,003	2,646	-12%
Other	24,164	25,705	28,807	29,903	4%
Total Operational Expenditure	32,074	34,675	37,960	38,860	2%
Net Operational Expenditure	(1,404)	(13,020)	(2,377)	(558)	-77%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Adjustment Budget and Actual by the Adjustment Budget.					T3.1.8

3.1.5 CAPITAL EXPENDITURE -WATER SERVICE

Capital Expenditure Year: Water Services					
R' 000					
Capital Projects	2013/2014				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	7,746	10,747			
Upgrade bulk water network-Riviersonderend	–	68	21	-100%	
Upgrading bulk water supply network (new reservoir and bulk water main)-Villiersdorp	–	1,398	1,018	-100%	
Grabouw bulk water phase 5 (multi year project)	7,746	7,858	5,688	36%	
Pre-paid Water Meters/Water Demand Management-TWK	–	1,422	1,389	-100%	
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T3.1.9

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3.2 WASTE WATER (SANITATION) PROVISION

TWK needs to ensure that the following three key components are included in the Water Safety and Waste Water Treatment Plan, which was drafted during 2010/2011.

- **System assessment**, which determines whether the drinking water supply chain (up to the point of consumption) as a whole can deliver water of a quality which meets national standards.
- Identification of **control measures** in the drinking water systems that will collectively control identified risks and ensure that health based targets are met. Appropriate means of **operational monitoring** needs to be defined for each control measure identified, that will ensure that any deviation from the required performance is rapidly detected in a timely manner.
- **Management** plans describing actions taken during normal operation or incident conditions and documenting the system assessment (including upgrade and improvement), monitoring and communication plans and supporting programmes.

A detailed risk assessment needs to be executed as part of the process. This step of the Water Safety Plan establishes the risk that the water quality standard will not be met as well as the consequences if the standard is not complied with. A list of potential hazards and hazardous events needs to be compiled and worked through with the Water Safety Plan Team.

The impact of each of the hazards or hazardous events needs to be characterised by assessing the severity of the likely health outcome and the probability of occurrence.

An Improvement / Upgrade Plan needs to be compiled for all the existing significant risks, where the existing controls are not effective or absent. Each identified improvement needs to be linked to one of the Water Safety Plan Team members to take responsibility for implementation together with an appropriate time frame for implementation of these controls (Short 1-2 years, Medium 3-5 years or Long Term > 5 years).

It is important for TWKM to classify all the WTWs and WWTWs and process controllers along the lines of the regulations by establishing a programme for certification of works, operators, technicians and managers. The process will include reviewing the skills needed and aligning resources to these needs as well as reviewing total staff numbers necessary to meet all the objectives in the National Water Act.

TWKM could then establish a mentoring role for operators ensuring an adequately trained and classified workforce, with dedicated training programmes for supervisors and operators. Establish budgets to address the shortfall of skilled staff, rethink methods to retain qualified personnel and plan for succession and clear career paths for experienced staff. With such a program a source of specific resources of skilled operators, technicians and managers will be established. The Occupational Health and Safety Act contain provisions directing employers to maintain a safe workplace and to minimize the exposure of employees and the public to workplace hazards. It is important for Theewaterskloof Municipality to compile a Legal Compliance Audit of their WTWs and WWTWs, which will provide the management of Theewaterskloof Municipality with the necessary information to establish whether the Municipality is in compliance with the legislation or not. It is also important for TWK to continue with the upgrading of WWTWs when necessary, in order to reduce the risk of source contamination. This is a clear priority in the next few years based on the budget. WWTWs will be managed and operated by TWK to comply with the permitted standards and in so doing intends to work towards green drop status.

TWK is busy with the process of drafting an incident response management protocol to plan for failures at their WWTWs and subsequent methods to address such failures. A set of Compliance Alert Levels, corresponding to the requirements of the General Standard (at present), needs to be drawn up as part of the Waste Water Incident Management Protocol of TWKM. For continuous improvement of the performance of the various WWTWs it is also necessary that a set of operational alert levels be drawn up and followed by the operational personnel.

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3.2.1 SANITATION SERVICE DELIVERY LEVELS

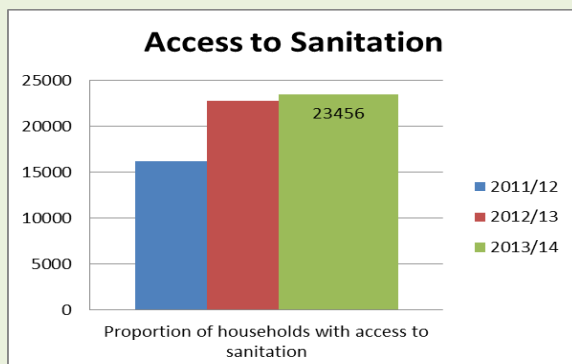
Sanitation Service Delivery Levels				
*Households				
Description	Year 2010/11	Year 2011/12	Year 2012/13	Year 2013/14
	Outcome	Outcome	Outcome	Actual
	No.	No.	No.	No.
Sanitation/sewerage: (above minimum level)				
Flush toilet (connected to sewerage)	19 785	24 111	11 694	
Flush toilet (with septic tank)	5 247	5 757	5 707	
Chemical toilet				
Pit toilet (ventilated)				
Other toilet provisions (above min. service level)				
Minimum Service Level and Above sub-total	25 032	29 868	17 401	0
Minimum Service Level and Above Percentage	100.0%	98.4%	71.3%	0%
Sanitation/sewerage: (below minimum level)				
Bucket toilet				
Other toilet provisions (below min. service level)			6514	
No toilet provisions		475	475	
Below Minimum Service Level sub-total	0	475	6 989	0
Below Minimum Service Level Percentage	0.0%	1.6%	28.7%	0%
Total households	25 032	30 343	24 390	0

3.2.2 HOUSEHOLD –SANITATION SERVICE DELIVERY LEVELS BELOW THE MINIMUM

Households - Sanitation Service Delivery Levels below the minimum						
Households						
Description	2010/11	2011/12	2012/13	2013/14		
	Actual	Actual	Actual	Original Budget	Adjusted Budget	Actual
	No.	No.	No.	No.	No.	No.
Formal Settlements	–	–	–	–	–	–
Total households	29 868	16 177	22 801	0	0	23 456
Households below minimum service level	0	0	0	0	0	0
Proportion of households below minimum service level	0%	0%	0%	0%	0%	0%
Informal Settlements	–	–	–	–	–	–
Total households	3 865	4 624	5 097		0	5 097
Households below minimum service level	0	0	0	0	0	0
Proportion of households below minimum service level	0%	0%	0%	0%	0%	0%

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3.2.3 HOUSEHOLD –SANITATION SERVICE DELIVERY LEVELS BELOW THE MINIMUM



Access to Sanitation	
Proportion of households with access to sanitation	
2011/12	16177
2012/13	22801
2013/14	23456

3.2.4 EMPLOYEES SANITATION SERVICES

Employees: Sanitation Services (SEWERAGE & SEWERAGE TANKER SERVICES)					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	23	23	20	3	13%
4 - 6	8	8	7	1	13%
7 - 9	11	11	9	2	18%
10 - 12	1	1	1	0	0%
13 - 15	1	1	0	1	100%
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	44	44	37	7	16%

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3.2.5 FINANCIAL PERFORMANCE -SANITATION SERVICES

Financial Performance : Waste Water Management					
R'000					
Details	`2012/13	`2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	19,130	21,927	23,350	23,730	2%
Expenditure:					
Employees	5,386	6,829	6,467	6,181	-4%
Repairs and Maintenance	2,950	2,777	2,951	2,875	-3%
Other	11,022	13,286	16,826	12,381	-26%
Total Operational Expenditure	19,358	22,892	26,244	21,436	-18%
Net Operational Expenditure	228	965	2,894	(2,294)	-179%
<i>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Adjustment Budget and Actual by the Adjustment Budget .</i>					T3.2.8

3.2.6 CAPITAL EXPENDITURE -SANITATION SERVICES

Capital Expenditure: Waste Water Management					
R' 000					
Capital Projects	Year 2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	23,535	23,618			
Site Saviwa Sewerage Connection	–	968	967	-100%	
Upgrading of Waste Water Treatment Plant (WWTP) Phase 2-Grabouw	14,252	12,491	8,644	65%	
Waste Water Treatment Plant (WWTP) (multi year project) - Villiersdorp	8,982	8,982	8,224	9%	
Bereaville sewerage (multi year project)	300	15	15	1955%	
Waste Water Treatment Package Plant-Tesselaarsdal	–	1,162	757	-100%	
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.</i>					T3.2.9

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3.3 ELECTRICITY

The Electrical Department is committed to supply existing and new customers with electrical energy of acceptable quality in a safe and sustainable way.

The electrification of existing informal settlements is an on-going project and the electrification of Goniwe Park in Villiersdorp was completed. Application is made to DoE for funds to service new settlements.

The notified maximum demands in three towns were upgraded to make provision for load growth and demand for new electrification projects.

Maintenance is a priority and overhead lines were replaced where upgrading was needed. High mast lighting was installed and streetlights upgraded.

The project to replace conventional credit meters with prepayment meters is completed. This project reduced the distribution losses.

Eskom is delivering the service in Towns of Grabouw, Botrivier, Genadendal en Tesselaarsdal.

3.3.1 ELECTRICITY SERVICE DELIVERY LEVELS

Electricity Service Delivery Levels				
Description	Households			
	Year 2010/11	Year 2011/12	Year 2012/13	Year 2013/14
	Actual No.	Actual No.	Actual No.	Actual No.
<u>Energy: (above minimum level)</u>				
Electricity (at least min. service level)	2 552	2 159	1 174	201
Electricity - prepaid (min. service level)	2 697	3 101	4 864	6 706
<i>Minimum Service Level and Above sub-total</i>	5 249	5 260	6 038	6 907
<i>Minimum Service Level and Above Percentage</i>	100.0%	100.0%	100.0%	100.0%
<u>Energy: (below minimum level)</u>				
Electricity (< min. service level)				
Electricity - prepaid (< min. service level)				
Other energy sources				
<i>Below Minimum Service Level sub-total</i>	0	0	0	0
<i>Below Minimum Service Level Percentage</i>	0.0%	0.0%	0.0%	0.0%
Total number of households	5 249	5 260	6 038	6 907

Chapter 3

3.3.2 HOUSEHOLDS- ELECTRICITY SERVICE DELIVERY LEVELS BELOW MINIMUM

Households - Electricity Service Delivery Levels below the minimum						
Description	Households					
	2009/10	2010/11	2011/12	2012/13		
	Actual No.	Actual No.	Actual No.	Original Budget No.	Adjusted Budget No.	Actual No.
Formal Settlements						
Total households	5 249	5 260	6 038			6 362
Households below minimum service level	0	0	0			-
Proportion of households below minimum service level	5 249	5 260	6 038			6 362
Informal Settlements						
Total households	37	25	24			
Households below minimum service level						
Proportion of households below minimum service level	0%	0%	0%			

3.3.3 EMPLOYEES-ELECTRICITY SERVICES

Employees: Electricity Services					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	10	8	8	0	0%
4 - 6	1	3	3	0	0%
7 - 9	4	2	2	0	0%
10 - 12	2	4	4	0	0%
13 - 15	1	1	1	0	0%
16 - 18	1	1	1	0	0%
19 - 20	-	-	-	-	-
Total	19	19	19	0	0%

Chapter 3

3.3.4 FINANCIAL PERFORMANCE-ELECTRICITY SERVICES

Financial Performance : Electricity Services					
R'000					
Details	`2012/13	`2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	61,356	70,857	74,334	69,845	-6%
Expenditure:					
Employees	3,815	4,146	4,296	4,346	1%
Repairs and Maintenance	1,340	3,792	1,732	402	-77%
Other	43,275	51,683	47,300	48,042	2%
Total Operational Expenditure	48,429	59,620	53,328	52,790	-1%
Net Operational Expenditure	-12,927	(11,237)	(21,005)	(17,055)	-19%
Net expenditure to be consistent with summary T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Adjustment Budget and Actual by the Adjustment Budget.					T3.3.7

3.3.5 CAPITAL EXPENDITURE -ELECTRICITY SERVICES

Capital Expenditure Year 2013/14: Electricity Services					
R' 000					
Capital Projects	`2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	179	4,937	3,300	-95%	
Replace Caledon Substation	—	800	654	-100%	
Network Batana Street	—	1,160	1,149	-100%	
Mainswitch Villiersdorp	—	300	—		
Greyton 11Kv Line	—	600	40	-100%	
High Mass Lights-TWK	—	390	164	-100%	
Replace conventional meters with pre-paid meters-TWK	—	1,203	1,087	-100%	
Electrification in Goniwe Park/ Site Siviva	—	305	206	-100%	
Inventory	179	179	146	23%	
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T3.3.8

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3.4 WASTE MANAGEMENT (THIS SECTION TO INCLUDE: REFUSE COLLECTIONS, WASTE DISPOSAL, STREET CLEANING AND RECYCLING)

Theewaterskloof Municipality is committed to a system of waste management that will see the least possible amount of waste going to modern engineered landfills. This will be achieved through the use of education, law enforcement and material recovery and treatment plants. New and emerging technologies, where applicable and affordable, will also play a part in overall waste management.

The analysis of the current waste management system has shown the following:

- all formal residential erven are receiving a weekly door-to-door waste collection service
- all collected municipal waste in the Riviersonderend service area is disposed at the municipality's unlicensed waste disposal site in Riviersonderend
- all collected municipal waste in the Genadendal and Greyton service areas are disposed at the municipality's unlicensed Genadendal and Greyton waste disposal sites
- all collected waste in Caledon, Tesselaarsdal and Botrivier are disposed at the municipality's licensed Caledon landfill
- all collected waste in Grabouw, Villiersdorp as well as the waste from the Public Drop-off in Botrivier are disposed at the municipality's licensed Caledon landfill
- waste recovery is not currently done
- waste avoidance is not currently addressed
- Caledon landfill, Villiersdorp and Grabouw Transfer Stations are currently externally audited for permit compliance
- the Villiersdorp landfill has been closed, but not yet rehabilitated
- New by-laws on waste management in progress

Greyton, Genadendal, Riviersonderend and Botriver landfills are currently undergoing licensing.

Refuse collection from all households is sufficient except for farms.

External Service provider is used to collect waste from Grabouw, Villiersdorp, Botrivier and Tesselaarsdal and delivered to caledon Landfill. All other dumping of waste is done internally.

Top priorities for Waste Management is the rehabilitation of unlicensed landfill sites at Riviersonderend, Greyton and Genadendal, and the establishment of Transfer stations at these 3 towns. Waste avoidance through education and public awareness is also listed as a top priority. A leachate dam has been constructed at Caledon Landfill, internal and external audits are done at Caledon landfill, Grabouw transfer station and Villiersdorp Transfer station.

All solid waste facilities will be licenced before end 2014, thus bettering our target of 2016.

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3.4.1 SOLID WASTE- SERVICE DELIVERY LEVELS

Solid Waste Service Delivery Levels				
Description	2010/11	2011/12	2012/13	Households 2013/14
	Actual	Actual	Actual	Actual
	No.	No.	No.	No.
Solid Waste Removal: (Minimum level)				
Removed at least once a week	25 033	20 862	26 669	29 002
Minimum Service Level and Above sub-total	25 033	20 862	26 669	29 002
Minimum Service Level and Above percentage	100.0%	100.0%	100.0%	100.0%
Solid Waste Removal: (Below minimum level)				
Removed less frequently than once a week	0.82	0.82	0.82	
Using communal refuse dump	1.37	1.37	1.37	
Using own refuse dump	6.82	6.82	6.82	
Other rubbish disposal				
No rubbish disposal	0.38	0.38	0.38	
Below Minimum Service Level sub-total	9.38	9.38	9.39	0.00
Below Minimum Service Level percentage	0.0%	0.0%	0.0%	0.0%
Total number of households	25 042	20 871	26 678	29 002

3.4.2 HOUSEHOLDS- SOLID WASTE SERVICE DELIVERY LEVELS

Households - Solid Waste Service Delivery Levels below the minimum						
Description	Households					
	2010/11	2011/12	2012/13	2013/14		
	Actual	Actual	Actual	Original Budget	Adjusted Budget	Actual
	No.	No.	No.	No.	No.	No.
Formal Settlements						
Total households	25 033	20 862	26 669			29 002
Households below minimum service level	-	-	-	-	-	
Proportion of households below minimum service level	0%	0%	0%	-	-	0%
Informal Settlements						
Total households						
Households below minimum service level						
Proportion of households below minimum service level	0%	0%	0%	-	-	0%

Chapter 3

3.4.3 EMPLOYEES-SOLID WASTE SERVICES

Employees: Solid Waste Management Services					
Job Level	2012/13	Posts	Employees	2013/14	
	Employees			Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.			No.	%
0 - 3	74	77	74	3	4%
4 - 6	6	6	6	0	0%
7 - 9	9	9	9	0	0%
10 - 12	1	1	1	0	0%
13 - 15	-	-	-	-	-
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	90	93	90	3	3%

3.4.4 EMPLOYEES- WASTE DISPOSAL AND OTHER SERVICES

Employees: Waste Disposal and Other Services					
Job Level	2012/13	Posts	Employees	2013/14	
	Employees			Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.			No.	%
0 - 3	55	55	54	1	2%
4 - 6	7	7	7		0%
7 - 9	6	6	6		0%
10 - 12	-	-	-	-	-
13 - 15	-	-	-	-	-
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	68	68	67	1	1%

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3.4.5 FINANCIAL PERFORMANCE-SOLID WASTE SERVICES.

Financial Performance : Waste Management Services					
R'000					
Details	`2012/13	`2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	20,855	24,459	25,872	25,517	-1%
Expenditure:					
Employees	9,378	10,131	10,220	10,170	0%
Repairs and Maintenance	1,148	1,341	1,554	1,137	-27%
Other	11,719	8,651	12,954	13,841	7%
Total Operational Expenditure	22,246	20,124	24,728	25,148	2%
Net Operational Expenditure	1,391	(4,336)	(1,144)	(369)	-68%
Net expenditure to be consistent with summary T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Adjustment Budget and Actual by the Adjustment Budget .					T3.4.7

Capital Expenditure : Waste Management Services					
R' 000					
Capital Projects	`2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	–	–	–		
Project A:	–	–	–		
Project B:	–	–	–		
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.					T3.4.9

3.5 HOUSING

The Housing Department is familiar of the contribution of large-scale housing delivery on the Overberg Regions property economy. In times of economic slowdown, public sector spending becomes important. Given that the World over economies will require some four years plus to fully recover from the global economic down turn, the Theewaterskloof Municipality has endeavor to converge its housing delivery programme with economic recovery objectives.

The Theewaterskloof Municipality Housing Department has received a housing implementation Grant of R 46, 378 million for the 2013/ 2014 financial year. A total of R 52,358 million was spent on housing implementation.

To address the housing need in the Theewaterskloof area, a comprehensive housing strategy was adopted and implemented by council

Chapter 3

3.5.1 PERCENTAGE OF HOUSEHOLDS WITH ACCESS TO BASIC HOUSING

The table below indicates the summary of houses built and also reveals the losing battle faced by the municipality in providing housing as the waiting list continues to increase.

Year end	Number of Housing Units on Waiting list	Number of Houses built	Number of serviced sites
2010/11	9306	297	297
2011/12	10327	176	237
2012/13	28405	20312	
2013/14	31741	28883	

3.5.2 EMPLOYEES: HOUSING SERVICES

Employees: Housing Services					
Job Level	` 2012/13	` 2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	-	-	-	-	-
4 - 6	-	-	-	-	-
7 - 9	2	4	4	0	0%
10 - 12	6	7	5	2	29%
13 - 15	1	0	0	0	0%
16 - 18		1	1	0	0%
19 - 20	-	-	-	-	-
Total	9	12	10	2	17%

3.5.3 HOUSING SERVICES

Housing Service Policy Objectives Taken From IDP							
PROJECTS	Outline Service Targets	Year 11/12		Year 12/13		Year 13/14	
		Target	Actual	Target	Actual	Target	Actual
Riviersonderend	821	0	-	-	-	-	81
Genadendal/Greyton	804	0	0	0	0	0	0
Caledon	2125	0	0	0		89	100
Villiersdorp	1824	70		70		38	253
Botrivier	786	45		45		42	184
Grabouw	7222	337		337		171	133
Tesselaarsdal	99	0		0		0	0

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3.5.4 FINANCIAL PERFORMANCE: HOUSING SERVICES

Financial Performance: Housing Services					
R'000					
Details	`2012/13	`2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	795	–	–	–	
Expenditure:					
Employees	3,154	3,573	3,668	3,424	-7%
Repairs and Maintenance	4	4	4	3	-4%
Other	327	677	793	477	-40%
Total Operational Expenditure	3,485	4,253	4,464	3,905	-13%
Net Operational Expenditure	4,280	4,253	4,464	3,905	-13%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Adjustment Budget and Actual by the Adjustment Budget .					T3.5.5

3.5.5 CAPITAL EXPENDITURE: HOUSING SERVICES

Capital Expenditure Year 1: Housing Services					
R' 000					
Capital Projects	`2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	29,502	12,170			
Low cost housing projects	29,502	12,170	16,661	77%	
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.					T3.5.6

3.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

The following table indicates the percentage of indigent households that have access to free basic municipal services. In accordance with the approved indigent policy of the municipality, all households earning less than twice the old age pension grant will receive the free basic services as prescribed by national policy.

The municipality provides the following Free Basic Services to indigent households:

Water: 6kl (all households)

Electricity: 70kwh

Weekly refuse Removal

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Free Sanitation

The table below indicates the number of households that have access to free basic services:

Free Basic Services To Low Income Households										
	Number of households									
	Total	Households earning less than R1,600 per month								
		Total	Free Basic Water		Free Basic Sanitation		Free Basic Electricity		Free Basic Refuse	
			Access	%	Access	%	Access	%	Access	%
2011/2012	20,312	5,636	5,466	97%	3,173	56%	5,327	95%	5,464	97%
2012/2013	21,572	5,466	6,011	110%	5,862	107%	2,070	38%	6,024	110%
2013/2014	28,884	10,044	6,527	65%	5,474	55%	5,021	50%	5,687	57%
										T3.6.3
Note: Theewaterskloof Municipality does not provide Electricity in all 8 towns - Eskom provide in Grabouw, Genadendal, Botriver and Tesselaarsdal. Stats SA2011 figures used. We must determine what information is really required in this section										

Theewaterskloof Municipality does not provide Electricity in all 8 towns - Eskom provide in Grabouw, Genadendal, Botriver and Tesselaarsdal.

3.6.1 FINANCIAL PERFORMANCE: FREE BASIC SERVICES DELIVERY

Financial Performance: Cost to Municipality of Free Basic Services Delivered					
Services Delivered	2012/13	2013/2014			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Water	2,295	3,115	3,115	2,331	-25%
Waste Water (Sanitation)	3,538	4,932	4,932	3,746	-24%
Electricity	2,942	2,197	2,197	1,857	-15%
Waste Management (Solid)	4,730	6,247	6,247	4,794	-23%
Total	13,505	16,491,409	16,491,409	12,728	-23%
					T3.6.4

COMPONENT B: ROAD TRANSPORT

This component includes: roads; transport; and waste water (stormwater drainage).

The Municipality has the mandate from Government to perform all relevant services regarding roads and storm water in those areas included within the boundaries of the WC031 area in terms of Schedule 4B and 5B, i.e. "Municipal Public Transport; Storm water Management Systems in built-up areas". Apart from various National and Provincial legislation and White and Green Papers this division is also responsible to execute all Council resolutions, policies and delegated powers by council. Roads outside the town areas are still the responsibility of the District Council.

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3.7 ROADS

The Municipality has updated its Pavement Management system (PMS) and the PMS is used as a network level tool.

Due to the ageing of current infrastructure the focus has shifted from only upgrading of roads from gravel to paved, and now also includes resealing/maintenance projects funded out of capital funding. This funding has been budgeted for and received for 2014/15 financial year.

This in turn promotes a proactive approach, and will ensure sustainable management of roads infrastructure.

During this financial year various roads were upgraded from gravel to block paving, with a total length of 2.4 km.

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3.7.1 GRAVEL ROAD INFRASTRUCTURE

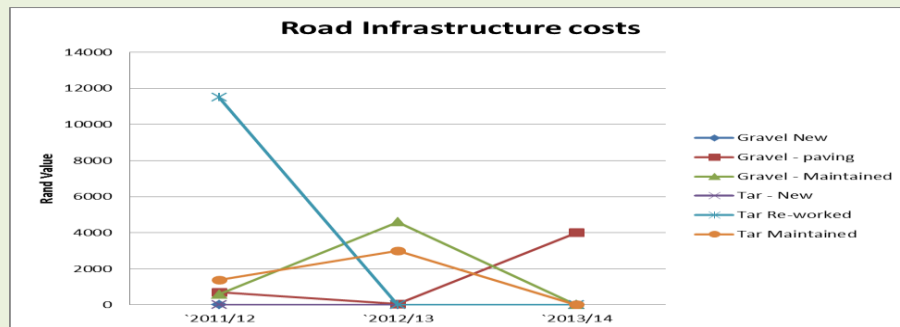
Gravel Road Infrastructure				
	Kilometres			
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar	Gravel roads graded/maintained
Year 2011/12	96	0	0	96.4
Year 2012/13	98.80	0.00	0.80	98.0
Year 2013/14	92.90	0.00	2km	92.9

3.7.2 TARRED ROAD INFRASTRUCTURE

Asphalt Road Infrastructure				
	Kilometres			
	Total tarred roads	New tar roads	Existing tar roads re-tarred	Existing tar roads re-sheeted
2011/12	164	0.3	7	0
2012/13	161	0	161	2
2013/14	172	0	0	operational

3.7.3 COST OF CONSTRUCTION MAINTENANCE

Cost of Construction/Maintenance						
						R' 000
	Gravel			Tar		
	New	Gravel - paving	Maintained	New	Re-worked	Maintained
2011/12	0	700	591	0	11500	1379
2012/13	0	50	4600	0	0	3000
2013/14	0	3995	operations	0	0	operations



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3.7.4 EMPLOYEES: ROAD SERVICES

Employees: Road Services					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	74	76	74	2	3%
4 - 6	21	11	11	0	0%
7 - 9	7	16	15	1	6%
10 - 12	1	3	2	0	0%
13 - 15	-	-	-	-	-
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	103	106	102	3	3%

3.7.5 FINANCIAL PERFORMANCE: ROAD SERVICES

Financial Performance : Road Services					
R'000					
Details	2012/13	2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	2,514	4,980	5,181	5,340	3%
Expenditure:					
Employees	8,961	13,835	13,142	12,732	-3%
Repairs and Maintenance	5,254	6,211	5,343	5,208	-3%
Other	9,950	8,514	9,448	7,684	-19%
Total Operational Expenditure	24,165	28,560	27,934	25,624	-8%
Net Operational Expenditure	21,651	23,580	22,753	20,283	-11%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Adjustment Budget and Actual by the Adjustment Budget.					T3.7.8

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3.7.7 CAPITAL EXPENDITURE: ROAD SERVICES

Capital Expenditure: Road Services					
R' 000					
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	4,399	5,104	5,192	15%	
Roads Upgrade-Caledon/ Botrivier/ Myddleton	1,200	1,628	1,626	26%	
Roads Upgrade-Grabouw	1,604	1,112	1,135	-41%	
Roads Upgrade-Villiersdorp	600	840	873	31%	
Roads Upgrade-Riviersonderend	615	897	915	33%	
Roads Upgrade- Greyton/Genadendal	380	628	642	41%	
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T3.7.9

3.8 TRANSPORT (INCLUDING VEHICLE LICENSING & PUBLIC BUS OPERATION)

Theewaterskloof Municipality has no subsidized public transport services hence; this transport is provided by privately owned/operated minibus taxis. A number of school bus contracts are in operation in the jurisdiction.

With respect to non-motorized transport, there is generally little provision for pedestrian and bicycle travel in the municipal area other than the conventional sidewalks in the central business districts. These sidewalks are however in a poor condition due to limited resources. There are no facilities on rural roads for non-motorized transport.

Various sidewalks were constructed and upgraded in the Various Towns. This project was initiated via the Integrated Transport Plan as part of bettering our Public Transportation system.

3.9 WASTE WATER (STORMWATER DRAINAGE)

Storm water maintenance is done by operational department. Maintenance on storm water is done in warmer months to prevent damage during the rainy season. No upgrading was done.

Storm water masterplan will be updated during 2014/15 financial year, and Consulting Engineers has been appointed for this purpose.

All Low cost housing developments addresses stormwater for the specific development.

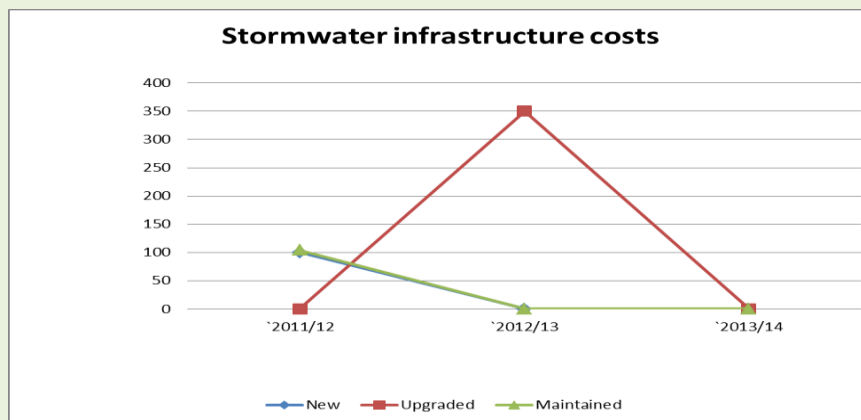
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3.9.1 STORMWATER INFRASTRUCTURE

Stormwater Infrastructure				Kilometres
	Total Stormwater measures	New stormwater measures	Stormwater measures upgraded	Stormwater measures maintained
2011/12	30	0.0	1.0	operations
2012/13	30	0.0	0.0	operations
2013/14	30	0	0	operations

3.9.2 COST OF CONSTRUCTION/MAINTENANCE

Cost of Construction/Maintenance				R' 000
	Stormwater Measures			
	New	Upgraded	Maintained	
2011/12	100	0	104	
2012/13	0	350	0	
2013/14	0	0	operations	



3.9.3 EMPLOYEES: STORMWATER SERVICES

Employees: Stormwater Services					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	55	55	55	0	0%
4 - 6	9	9	9	0	0%
7 - 9	0	0	0	0	0%

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10 - 12	3	3	3	0	0%
13 - 15	0	0	0	0	0%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	67	67	67	0	0%

3.9.4 FINANCIAL PERFORMANCE: STORMWATER SERVICES

Financial Performance : Stormwater Services						R'000
Details	`2012/13	`2013/14				
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget	
Total Operational Revenue	2,514					
Expenditure:						
Employees	8,961					
Repairs and Maintenance	5,254					
Other	9,950					
Total Operational Expenditure	24,165	–	–	–		
Net Operational Expenditure	21,651	–	–	–		
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Adjustment Budget and Actual by the Adjustment Budget .						T3.9.7

Capital Expenditure : Stormwater Services						R' 000
Capital Projects	`2013/14					
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value	
Total All						
Project A	–	–	–			
Project B	–	–	–			
Project C	–	–	–			
Project D	–	–	–			
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.						T3.9.8

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COMPONENT C: PLANNING AND DEVELOPMENT

This component includes: planning; and local economic development.

While the Municipality remains committed to strengthening its economy limited infrastructure capacity, limited land holdings and a lack of finances mean that the state's ability to drive economic growth are limited. As such the key focus for economic growth needs to be partnerships with the private sector and investors.

The municipality has performed well in terms of the LED maturity assessments and existing investors all speak highly of the municipal staff.

Yet red tape remains a key barrier to investors.

The establishment of the development support team is an attempt to address this barrier.

Its success will depend on the new turnaround time for development applications and related investment proposals.

Addressing unemployment in the context of global, national and regional economies whose labour demands are contracting is hugely challenging. Further the number of young people dropping out of schools between the ages of 14 and 17 reducing young people's chances of finding employment even further. In most instances those who do drop out of schooling lacked foundational phase education. Theewaterskloof have leveraged national programmes, NARYSEC, EPWP and CWP along with provincial programmes, Skill to Work and PAY to provide support for young people to secure employment. To sustainability address the unemployment crisis interventions need to start with ECD and schooling interventions.

3.10 PLANNING

Section 156(1) of the Constitution of the Republic of South Africa, Act 108 of 1996, confers on municipalities the executive authority and the right to administer municipal planning.

Section 156(2) of the Constitution empowers municipalities to make and administer by-laws for the effective administration of municipal planning.

Section 155(6) of the Constitution charges each provincial government with the responsibility inter alia to support local government in its province and to promote the development of local government capacity to enable municipalities to perform their functions and manage their own affairs.

The following challenges are experienced:

1. Land use control in the municipal sphere was undertaken in terms of the Land Use Planning Ordinance. The Constitution empowered municipalities to adopt by-laws for local government matters over which they have executive authority (e.g. municipal planning).
2. The fact that municipalities were consolidated in the year 2000 and that several formerly independent municipalities were amalgamated into one "new" entity necessitated the compilation of new regulations, or, as they are now called, "by-laws".
3. Theewaterskloof Municipality comprises the rural areas and the former municipalities of Caledon, Villiersdorp, Grabouw, Riviersonderend and Greyton, as well as the hamlets formerly served by the Overberg District Council (i.e. Middleton, Genadendal and Tesselaarsdal).
4. When municipalities were consolidated in the year 2000, several formerly independent municipalities were amalgamated into one entity. The approved Integrated Zoning Scheme was published in Provincial Government Gazette 6875 of 13 May 2011.

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For the sake of effective administration and to prevent confusion it became imperative that all legislation and applicable guide lines be combined to be more effective for the entire area of TWK.

The following service Delivery priorities were embarked upon during the 2013/14 financial year:

Integrated Zoning Scheme Regulations	<p>When municipalities were consolidated in the year 2000, several formerly independent municipalities were amalgamated into one entity. This necessitated the compilation of new regulations.</p> <p>The approved Integrated Zoning Scheme was published in Provincial Government Gazette 6875 of 13 May 2011.</p>
Zoning Maps	<p>In order to further the implementation of the new TWK Integrated Zoning Scheme Regulations, zoning maps had to be compiled and updated.</p> <p>Council accepted the Zoning Maps according to Section 10 of Ordinance 15 of 1985 for the total area of jurisdiction of Theewaterskloof Municipality.</p> <p>The new Zoning Maps was approved by Council on 24 April 2014.</p>
SDF	Approved by Council together with the 2013/14 IDP and Budget
Overlay Zones	<p>A Service Provider (Willem de Kock Town Planners and Property Valuers) was appointed to prepare the overlay zones for Greyton and Tesselaarsdal.</p> <p>The objective of the Overlay Zone is to provide for special or unique development factors pertaining specific areas in the municipal area.</p> <p>The proposed Overlay Zones will be advertised as required in terms of Section 15.4.2 of the Theewaterskloof Municipality Integrated Zoning Scheme Regulations (P.N. 120/2011), where after the Council will take a final decision after the objection period.</p>
Botrivier Precinct Plan	<p>That Council approved the Botrivier Station: Precinct Plan on 25 June 2014</p> <p>It was also decided that:</p> <ol style="list-style-type: none"> The Botrivier Station: Precinct Plan form part of the IDP; The LED and Tourism unit use the plan to market Botrivier as a Tourism Destination; The Council also supports the passenger rail services to Caledon and even beyond, if feasible, and that the Directorate Development Services, Planning department, approached PRASA to consider this.
Policies and Bylaws	<p>In terms of Section 12(3) (b) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), the Theewaterskloof Municipality is in the process of revising the following By-laws:</p> <ol style="list-style-type: none"> Bylaw relating to outdoor advertising and signage; Bylaw on liquor trading days and hours; Bylaw relating to the holding of events (Policy in progress); Fences and fencing bylaw.
Development proposals	<p>The following Development Proposals were attended to:</p> <p>Wind farms Flight Park Blue Crane Caledon Extension 12 Botrivier Precinct Plan Caravan Park (Villiersdorp)</p>

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	Destiny/Sports field (Villiersdorp)
GIS	<p>All cadastral maps with regards to consolidations, subdivisions, land owners details, etc. is updated on a monthly basis.</p> <p>The GIS section is working in close collaboration with the Municipal Demarcation Board for outer boundaries changes (mostly technical alignments) as well as recommendations for boundary changes.</p>
Town Planning Management System and Building Management System	<p>TP Man and Build Man systems were created to produce the progress and status of all building and town planning applications.</p> <p>All towns planning applications and building plans is captured on the system and accurate reports can be drawn from the system.</p> <p>It keeps track of all circulations and correspondence regarding applications for Town Planning/Building Control.</p>
Town Planning Legislation	<p>SPLUMA(Spatial Planning Land Use Management Act)-National Act This Act was assented on 5 August 2013</p> <p><u>The purpose of the Act is as follows:</u></p> <p>To provide a framework for spatial planning and land use management in the Republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning; to provide for the inclusive, developmental, equitable and efficient spatial planning at the different spheres of government; to provide a framework for the monitoring, coordination and review of the spatial planning and land use management system; to provide a framework for policies, principles, norms and standards for spatial development planning and land use management; to address past spatial and regulatory imbalances; to promote greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land use decisions and development applications; to provide for the establishment, functions and operations of Municipal Planning Tribunals; to provide for the facilitation and enforcement of land use and development measures; and to provide for matters connected therewith.</p> <p>LUPA(Land Use Planning Act)- Act of the Western Cape This Act was assented on 31 March 2014.</p> <p><u>The purpose of the Act is as follows:</u></p> <p>To consolidate legislation in the Province pertaining to provincial planning, regional planning and development, urban and rural development, regulation, support and monitoring of municipal planning and regulation of public places and municipal roads arising from subdivisions; to make provision for provincial spatial development frameworks; to provide for minimum standards for, and the efficient coordination of, spatial development frameworks; to provide for minimum norms and standards for effective municipal development management; to regulate provincial development management; to regulate the effect of land development on agriculture; to provide for land use planning principles; to repeal certain old-order laws; and to provide for matters incidental thereto.</p> <p>BY-LAW ON MUNICIPAL LAND USE PLANNING</p> <p>The Provincial Minister of Local Government, Environmental Affairs and Development Planning on request of the South African Local Government Organisation proposed in terms of section 14(2) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), a Standard Draft By-law on Municipal Land Use Planning. This Bylaw was advertised and will have</p>

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to be adopted by Council in future.

Regulations

The Standard By-law is prepared as an aid to municipalities. If the By-law is adopted, the provisions of section 14 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), should be complied with and the By-law should be adapted by each Municipality to suit local circumstances.

Together with the Bylaw a set of Regulations has to be compiled and adopted by Council.

Theewaterskloof is in the process of complying with all the new legislation. This will be completed in collaboration with all the requirements as prescribed by the different spheres of government.

3.10.1 APPLICATIONS FOR LAND USE DEVELOPMENT

Applications for Land Use Development				
Detail	Rezoning		Built Environment	
	2012/13	2013/14	2012/13	2013/2014
Planning application received	14	13		
Determination made in year of receipt	5	3		
Determination made in following year	8	10		
Applications withdrawn	1	1		
Applications outstanding at year end	9	10		

3.10.2 EMPLOYEES: PLANNING SERVICES

Employees: Planning Services					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	-	-	-	-	-
4 - 6	-	-	-	-	-
7 - 9	2	2	2	0	0%
10 - 12	4	5	5	0	0%
13 - 15	2	1	1	0	0%
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	8	8	8	0	0%

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Employees: IDP					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	-	-	-	-	-
4 - 6	-	-	-	-	-
7 - 9	-	-	-	-	-
10 - 12	1	1	1	0	0%
13 - 15	0	1	1	0	0%
16 - 18	1	0	0	0	0%
19 - 20	-	-	-	-	-
Total	2	2	2	0	0%

3.10.3 FINANCIAL PERFORMANCE: PLANNING SERVICES

Financial Performance : Planning & Development					
R'000					
Details	`2012/13	`2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	441	2,922	2,747	2,371	-14%
Expenditure:					
Employees	7,794	9,235	9,134	9,206	1%
Repairs and Maintenance	4	4	4	10	132%
Other	3,060	2,464	3,208	1,928	-40%
Total Operational Expenditure	10,859	11,703	12,346	11,143	-10%
Net Operational Expenditure	11,300	8,781	9,599	8,772	-9%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Adjustment Budget and Actual by the Adjustment Budget .					T3.10.5

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3.10.4 CAPITAL EXPENDITURE: PLANNING SERVICES

Capital Expenditure : Planning & Development					
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	183	2,869	142	-29%	
Inventory Items: Development Admin	183	183	142	-29%	
Thusong Multi Purpose Centre	–	2,686	2,316	100%	2,686,042
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T3.10.6

3.11 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

A sluggish economy, growing levels of unemployment and in particular youth unemployment are the key challenges facing the region.

While the Municipality remains committed to strengthening its economy limited infrastructure capacity, limited land holdings and a lack of finances mean that the state's ability to drive economic growth are limited. As such the key focus for economic growth needs to be partnerships with the private sector and investors. The municipality has performed well in terms of the LED maturity assessments , taking up 1st place in 3 consecutive years running . Yet red tape remains a key barrier to investors. The establishment of the development support team is an attempt to address this barrier. Its success depends on the new turn around time for development applications and related investment proposals.

Addressing unemployment in the context of global, national and regional economies who's labour demands are contracting is hugely challenging. Further the number of young people dropping out of schools between the ages of 14 and 17 reducing young people's chances of finding employment even further. In most instances those who do drop out of schooling lacked foundational phase education. Theewaterskloof have leveraged national programmes, Narysec, EPWP and CWP along with provincial programmes, Skill to Work and PAY to provide support for young people to secure employment. To sustainability address the unemployment crisis interventions need to start with ECD and schooling interventions.

The economic vision for the area builds on IDPs vision of 2012/13 to create financially sustainable municipality and captures a multi-stakeholder vision for the economic development of the area, namely: A prosperous economy that:Sustains the natural environment and agricultural character of the area; Creates opportunities and meets the needs of all residents; and Enables a financially viable Municipality.

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The economy has been driven by three inter-related thrusts. The first being agriculture and agri-processing. This has been the backbone of the economy. The sector had to be retained to provide the base of the economy, and renewed to remain globally competitive. The second thrust was the tourism sector. There, focus has been on niche markets in the outdoor adventure market and agri-tourism. This sector has been seen as a growth driver of the economy. The third thrust provided the base to attract new investment, innovation and diversification to the economy through the provision of incentives and land for light industrial activities, such as the clothing manufacturing factory in Caledon. The focus has been on both value-adding to agricultural produce and the renewable energy and sustainability sector.

The growth of all three focal sectors depended on building a cohesive and integrated community. This required that all sectors include a focus on education, training and worker development. It also involved assisting emerging entrepreneurs develop and grow their businesses.

Providing an essential foundation for all the above areas was the focus on getting the basics right, in particular addressing the infrastructure backlogs and spatial planning needs in the area.

3.11.1 OPPURTUNITIES CREATED BY LED INITIATIVES

	Focus	Project	Indicator	Internal resources	Outcome
Economic Growth	Investor promotion	Development Support team	Development Support Team was established in 2013, consisting of representatives of all the Directorates, working together to expedite and unblock constraints around developmental opportunities and to minimise red tape. The team meets on quarterly basis to share information on developments, upcoming and on-going projects in a collegial manner, concentrating on solutions and streamlining of internal expertise.		
		Investor Prospectus			
		Investment promotion			
	Tourism	Support for tourism offices	Disbursement of tourism grants	R 252,000	Funding disbursed, 4 LTOs supported.
		Development of a new tourism route in Tesselaarsdal	No of visitors access route	R68,000	250km of circular trail has been built, project continues into next year.
		Marketing TCCM	PR coverage rand value No of marketing events	R65,000	Over R1 mil in value of PR coverage. 14 annual events supported.
	Agriculture	Rebates	No of farmers accessing rebate	0	Rebates of 75% have been retained.
		FARE	Inclusion of TWK data in FARE process	0	Consultation process completed. Final report with recommendations received.
	Green brand	110% green	Support for local 110% green forum Reports to provincial 110% green forum.	0	Reports submitted and relationship retained. Partnership with Greyton Transition Town formalised with dedicated projects agreed on.
		Wind farm developer support	Development of the wind farm project	0	Klipheuwel Wind Farm launched in February 2014.
E C	Access to government	Support Thusong mobiles rollout including	Functioning Thusong centres	R 20,000	Thusong Mobiles hosted in Villiersdorp,

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	services	linking NGOs to the centres			Grabouw and RSE.
	SMME support	Tender training	No of SMMEs trained	R160,00	3 tender training sessions held in Grabouw Caledon and Tesselaarsdal.
		Facilitate SMME and entrepreneur training	No of people accessing training/business services		Entrepreneurship Training availed to Tesselaarsdal, Botriver Villiersdorp and Grabouw.
		Support SMME forums	Continued existence of functioning forums		Forums in Grabouw, RSE and Villiersdorp established.
		Develop database of SMME mentors and support services by town	Database		Database completed.
	Small farmer support	Develop commonage policy	Policy adopted		Commonage Framework Developed and Adopted.
		Facilitate small farmer support via Dept of Rural Development	Number of groups linked to DRD		5 small farmer groups formalised, linked to DoA, land availed.
	Access to work opportunities	Rollout EPWP programmes	Number of EPWP jobs created		WO : 357 FTEs 120
		Rollout of CWP programmes	Number of CWP jobs created		865 work opportunities created
		Facilitate access to internships via Narysec, Skills to Work, PAY and similar programmes	Number of internships facilitated		Neighbourhood Safety Coordinators 5, Chrysalis 15, DoL and Boland Collage : 43, ECD s up to level NQF 5 : 12
Youth Development	ECD	Support ECD centres to become compliant and access nutrition grants	Number of ECD centres supported to become compliant % of children of 6 school ready	R55,000	10 compliant ECDs. NGO Summit held in Grabouw followed by ECD Indaba, addressing compliance, working with Department of Social Strategic session Mind over Matter. Development and creating networking platforms.
	Wellness	Facilitate HIV/AIDS awareness education	No of training sessions		4 workshop sessions presented in Villiersdorp, Grabouw, Riviersonderend and Caledon.
	Youth centres/spaces	Facilitate the development of youth centres/cafes with DSD	No of MOUs signed No of towns with youth facility No of youth accessing spaces No of youth economically active (Study, intern, work,		4 work readiness sessions presented in Villiersdorp, Botriver, Grabouw and Riviersonderend.

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business)

LED Maturity Assessment - is done by independent body backed by SALGA and DEDAT and measures municipality's performance in terms of LED.

In 2012: Theewaterskloof took first place in the LED Maturity

In 2013: Theewaterskloof was first amongst the local municipalities and 2nd in the Province after the Metro (CT)

In 2014: Theewaterskloof

3.11.2 ECONOMIC ACTIVITY BY SECTOR

"TWK Economy Sectoral composition 2011 (%)"

Agriculture, forestry and fishing	21.3%
Mining and quarrying	0.0%
Manufacturing	15.4%
Electricity, gas and water	1.4%
Construction	6.0%
Wholesale and retail trade, catering and accommodation	8.8%
Transport, storage and communication	5.8%
Finance, insurance, real estate and business services	30.1%
Community, social and personal services	3.4%
General government	7.7%

Source: WC Government Provincial Treasury, WC Regional Development Profile Overberg District, 2013

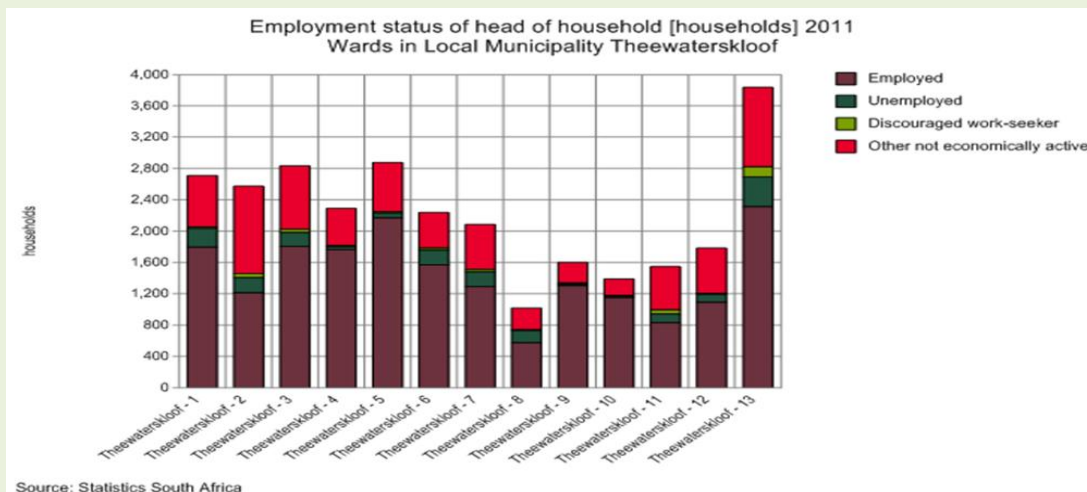
3.11.3 ECONOMIC EMPLOYMENT BY SECTOR

Employment by sector: [persons] 2011 Local Municipality: Theewaterskloof (benchmarked to Overberg District)

	Theewaterskloof	Overberg District
In the formal sector	31,357	70,745
In the informal sector	7,332	15,071
Private household	1,438	7,028
Type of sector Do not know	1,062	2,710
Type of sector Not applicable	67,601	162,622

Source: Statistics South Africa 2011

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Tourism plays a key role in the Theewaterskloof economy, and has the potential to grow still further. In 2011, wholesale and retail trade, catering and accommodation represented 8.8 per cent of the municipality's economy. This was, however, smaller than the proportion contributed by tourism to neighbouring municipalities' economies: there remains under-utilised potential and scope for growth.

Attracting tourists to the region – away from the world famous tourist destination of Cape Town, without the coastal attractions of Overstrand, and not simply en route to the more well-known garden route destinations – is a challenge that the TWK municipality has addressed. The creation of a sought after visitor destination is one of TWK's strategic thrusts in Vision 2030, and the Municipality's Tourism Strategy (2010) envisaged positioning "TWK as a recognised tourism destination offering unparalleled access to nature and quality country living for the whole family, on Cape Town's doorstep".

In 2010 the launch of "The Cape Country Meander" (TCCM) united the eight towns under one umbrella and providing a platform to market the region. The TCCM initiative involved the creation of a destination brand and the development of a destination website. TCCM has generated media coverage calculated at having a PR value of more than ZAR7.6m between 2010-2013.

3.11.4 JOBS CREATED THROUGH EPWP AND CWP PROJECT

Job creation through EPWP* projects		
Details	EPWP Projects	Jobs created through EPWP projects
	No.	No.
2010/2011	17	107
2011/2012	15	99
2012/2013	13	89
2013/2014	41	357

Job creation through CWP Projects		
Year	No of Projects	No of Beneficiaries
	No.	No.
2013/2014	13	865

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3.11.5 EMPLOYEES: LED

Employees: Local Economic Development Services					
Job Level	2012/12	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	-	-	-	-	-
4 - 6	-	-	-	-	-
7 - 9	-	-	-	-	-
10 - 12	1	2	2	0	0%
13 - 15	1	1	1	0	0%
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	2	3	3	0	0%

3.11.7 FINANCIAL PERFORMANCE: LED

Financial Performance : Local Economic Development Services					
R'000					
Details	`2012/13	`2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	534	—	1,099	487	-56%
Expenditure:					
Employees	769	836	836	1,669	100%
Repairs and Maintenance	4	4	9	7	-20%
Other	1,095	739	1,801	1,269	-30%
Total Operational Expenditure	1,868	1,579	2,646	2,945	11%
Net Operational Expenditure	1,334	1,579	1,548	2,459	59%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Adjustment Budget and Actual by the Adjustment Budget .					T3.11.9

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3.11.8 CAPITAL EXPENDITURE: LED

Capital Expenditure: Local Economic Development Services					
R' 000					
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	–	–			
Project A	–	–			
Project B	–	–			
Project C	–	–			
Project D	–	–			
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T3.11.10

COMPONENT D: COMMUNITY & SOCIAL SERVICES

3.12 LIBRARIES; ARCHIEVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC)

3.12.1 LIBRARY: HIGHLIGHTS/CHALLENGES AND SERVICE STATISTICS

HIGHLIGHTS

- Installation of computers at libraries with internet facility for the public
- Installation of book detection system at Oostergloed and Pineview Library for improved stock management
- Provide libraries with chess sets to enhance this sport amongst our youth
- Spent >R80 000 with upgrading of the Oostergloed library
- Upgrade boardroom at the Caledon library

CHALLENGES

Provide library service to Tesselaarsdal community remains a challenge

Types of services	2013/14
Library members	15 906
Books circulated	311 313
Exhibitions held	83
Libraries with PC's	9
Book Stock	488 402

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Book Discussions (authors)	9
Library Staff (permanent)	23
Library Staff (temps)	9

3.12. 2 EMPLOYEES: LIBRARY SERVICE

Employees: Libraries					
Job Level	2012/13	Posts	Employees	2013/14	Vacancies (as a % of total posts)
	Employees			Vacancies (fulltime equivalents)	
	No.			No.	
0 - 3	-	-	-	-	-
4 - 6	4	4	4	0	0%
7 - 9	18	18	17	1	6%
10 - 12	5	5	5	0	0%
13 - 15	-	-	-	-	-
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	27	27	26	1	4%

3.12. 3 FINANCIAL PERFORMANCE: LIBRARY SERVICE

Financial Performance: Libraries					
Details	R'000				
	'2012/13	'2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	4,956	6,371	6,445	5,636	-13%
Expenditure:					
Employees	3,602	3,968	4,765	4,321	-9%
Repairs and Maintenance	52	74	103	341	231%
Other	2,049	146	895	618	-31%
Total Operational Expenditure	5,703	4,188	5,763	5,280	-8%
Net Operational Expenditure	747	(2,183)	(682)	(356)	-48%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Adjustment Budget and Actual by the Adjustment Budget.					T3.52.5

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Capital Expenditure: Libraries					
R' 000					
Capital Projects	`2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	–	373	48	100%	
Inventory	–	373	48	100%	
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).</i>					T3.52.6

3.13 CEMETORIES AND CREMATORIUMS

3.13.1 INTRODUCTION TO CEMETORIES AND CREMATORIUMS

Theewaterskloof contains of 8 towns and each town has its own cemetery. Some towns for example Grabouw and Caledon had an influx of people to an extent that the present cemeteries become saturated and new land needed to be identified for expansion.

Cemeteries are as follows:

- Caledon
- Riviersonderend
- Tesselaarsdal
- Botriver
- Grabouw
- Villiersdorp
- Greyton and Genadendal.

The top priority is to provide efficient land for burial sites and as already mentioned that this is currently a huge challenge in Grabouw and Caledon. An EIA is currently been done to provide alternative land for extension of Knoffloks kraal cemetery in Grabouw and Chafonnis cemetery in Caledon.

Improvement was done by capturing the grave site names and plots electronically.

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3.13. 2 FINANCIAL PERFORMANCE: CEMETERIES

Financial Performance: Cemeteries					
R'000					
Details	'2012/13	'2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	320	470	470	477	1%
Expenditure:					
Employees		–		–	
Repairs and Maintenance	239	355	355	328	-8%
Other	59	88	69	41	-41%
Total Operational Expenditure	298	443	424	369	-13%
Net Operational Expenditure	(22)	(27)	(46)	-22	-100%
<i>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Adjustment Budget and Actual by the Adjustment Budget .</i>					T3.55.5

3.13.3 CAPITAL EXPENDITURE CEMETERIES AND CREMATORIUMS

Capital Expenditure : Cemeteries					
R' 000					
Capital Projects	'2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	500	500			
Cemetery Caledon	500	500	99	-405%	
Cemetery Grabouw	600	600	207	-190%	
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.</i>					T3.55.6

Two capital projects were started in 2014 to expand Chafonnis cemetery in Caledon and Knofflokskraal in Grabouw. An environmental company was engaged to do an EIA for expanding these two cemeteries, obtaining land remains a problem as land could so far only be obtained for Caledon.

Grabouw is still a problem because all adjoining land belongs to Department of Public Works and Cape Pine who is leasing the land. Currently in Grabouw an alternative land has been looked at by the local sewer works. The long term strategy is to provide enough land for all present cemeteries for future use.

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3.14 CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

3.14.1 SOCIAL PROGRAMS: HIGHLIGHTS/CHALLENGES AND SERVICE STATISTICS

SOCIAL PROGRAMMES	
Facilitate the Development of Youth Centres/cafes with DSD	4 Work Readiness Sessions presented
Facilitate HIV/AIDS awareness education	4 Workshop sessions presented
Support ECD Centres to become compliant and access to nutrition grants	10 Compliant ECDs;
Support Thusong Mobiles roll out including linking NGOs to the Centres	NGO Summit held in Grabouw, ECD Indaba
	Thusong Mobiles hosted in Villiersdorp, Grabouw and Riviersonderend

COMPONENT E: ENVIRONMENTAL PROTECTION

3.15 POLLUTION CONTROL

Pollution Control/Air Quality function is being performed in line with Overberg District Municipality's approved Air Quality Management Plan. Theewaterskloof municipality does not have the capacity (financial and human) to develop its own AQMP and to implement such a plan. This shortcoming was reported to the Minister.

Overberg District Municipality is the licensing authority in terms of NEM:AQA (act No 39 of 2004) to issue Atmospheric Emission License for Listed Activities, which include the followings:

- Reviewing of the Atmospheric Emission licenses received from the Listed Activities Industries.
- Investigating Air Quality related complaints within the Overberg District Region.
- Developing the Overberg District Municipality Air Quality By-Law.
- The ODM Air Quality Management Plan has been drawn up and adopted.
- ODM have an Interim Air Quality Officer for Air Quality Function that is assisted by four Officials, one from each Sub District.

ODM also attend the yearly Provincial Air Quality Officer Forum

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3.16 BIO-DIVERSITY; LANDSCAPE (INCL. OPEN SPACES); AND OTHER (EG. COASTAL PROTECTION)

With respect to its environmental protection mandate, Theewaterskloof Municipality operates within existing institutional structures such as Cape Nature. The Municipality does not have its own set of environmental by-laws, therefore, partnerships were forged.

All natural areas are being preserved as statutory Municipal Nature Reserves. These natural areas, sanctuaries and Nature Reserves will all be accessible and open for tourism. The municipality is at present busy with alien plant eradication and is doing this in conjunction with external organisations such as Cape Nature (working for water) and land Affairs.

EIA basic assessments were acquired to do maintenance in rivers. This process is still underway. Different NGO bodies in the Towns are being incorporated to do joint management of the Environment. Where possible Arbour days are held with local schools and other government organizations.

Greening of Towns is done in conjunctions with local ratepayers and local NGO's. Local conservation meetings are held with rate payers and Budgets are spent according to listings out of such meetings.

Revision and/or development of environmental bylaws are done in accordance with the Environmental Management Framework.

COMPONENT F: HEALTH

3.17 CLINICS

Health services are managed by the provincial departments.

3.18 AMBULANCE SERVICES

Ambulance services are provided by the Overberg District Municipality.

3.19 HEALTH INSPECTION; FOOD AND ABBATOIR LICENSING AND INSPECTION; ETC

Service is provided for by the District Municipality.

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COMPONENT G: SECURITY AND SAFETY

This component includes: police; fire; disaster management, licensing and control of animals, and control of public nuisances, etc.

3.20 TRAFFIC

3.20.1 EMPLOYEES: TRAFFIC OFFICERS

Employees: Traffic					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	3	3	3	0	0%
4 - 6	12	11	11	0	0%
7 - 9	32	34	32	2	6%
10 - 12	11	12	10	2	17%
13 - 15	1	1	1	0	0%
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	59	61	57	4	7%

3.20.2 FINANCIAL PERFORMANCE: TRAFFIC OFFICERS

Financial Performance : Traffic and Law Enforcement					
R'000					
Details	'2012/13	'2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	4,396	8,107	13,116	49	-100%
Expenditure:					
Employees	8,652	9,505	9,902	2,010	-80%
Repairs and Maintenance	399	1,200	1,226	61	-95%
Other	1,816	3,955	4,382	503	-89%
Total Operational Expenditure	10,867	14,660	15,509	2,574	-83%
Net Operational Expenditure	6,471	6,553	2,393	2,525	6%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Adjustment Budget and Actual by the Adjustment Budget .					T3.65.5

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3.21 LAW ENFORCEMENT

3.21.1 LAW ENFORCEMENT: HIGHLIGHTS/CHALLENGES AND SERVICE STATISTICS

Highlights	Description
By law Enforcement	<p>Law Enforcement has a program eMIS in place to record all law enforcement related cases/queries received.</p> <p>The eMIS system is a job card system which assist the department in ensuring that all cases/queries received are attended to, completed and feedback is provided to the public. A monthly report is drawn for record purposes and to see if cases are adhering to.</p>

Challenges	Actions to Address
Shortage of permanent staff	<ul style="list-style-type: none"> • EPWP contract staff was appointed to fulfill law enforcement operational needs. Of the 20 students/wardens appointed only 8 are left in service, the remainder has sort alternative employment • Permanent appointments are required. • Ward programme needs to be rolled out further
Public ignorance towards by-laws	<ul style="list-style-type: none"> • Awareness campaigns • Aggressive patrolling's in terms of high visibility (foot patrols etc.). • Consistent operations throughout the whole TWK jurisdiction.
Vehicle shortage	<ul style="list-style-type: none"> • Fleet Management to budget and procure additional vehicles
Impoundment of animals	<ul style="list-style-type: none"> • Vehicle shortage to impound animals • Upgrading of pound • New by-law to be workshopped with the public prior to promulgation
Shortage of communication systems	<ul style="list-style-type: none"> • Cell phones, two way hand radio's to be budgeted for
Protective tools	<ul style="list-style-type: none"> • Firearms, bullet proofs, handcuffs, Tomfa
Training	<ul style="list-style-type: none"> • Crowd control to assist with marches • Firearm training
Taxi violence	<ul style="list-style-type: none"> • Provincial support

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3.22 DISASTER MANAGEMENT

Disaster management in the Theewaterskloof Municipality is co-managed with the Overberg Disaster and fire management.

The Overberg District Municipality provides backup in the form of fire fighting and Disaster management equipment and personal.

The different areas serviced by the Overberg Fire brigade are: Caledon, Botriver, Tesselaarsdal, and Myddelton. Riviersonderend and Greyton/Genadendal are serviced by Caledon Fire Station.

Grabouw and Villiersdorp are serviced by Grabouw Fire station. Any other major incident is being backup by Bredasdorp main fire brigade.

We also prevent veld and bush fires by creating fire breaks around all major hot spots, towns and farms. Clearing off alien vegetation by Disaster management also contributes to fire prevention.

Theewaterskloof disaster management further contributes to rescue incidents by contributing to a Helicopter fund at Overberg district Municipality Fire and Rescue. This helicopter is operational during; fire fighting and rescue operations during floods.

Disaster Management had a successful year providing the necessary relief aids to affected informal areas in the Theewaterskloof Municipality in the form of blankets, food and clothing. Our biggest measure of improvement is to be pre activated and manage critical areas such as rivers and streams pro-actively and preventing floods within the limited budget every year. We also manage and maintain all alien vegetation were possible again within the allowed budget these vegetation clearing and maintenance is critical to prevent fires.

Disaster management also take part in the early severe weather warning programme were early weather forecasts are communicated to us via weather forecasts to warn residents of severe weather in advance. Disaster management assisted in flood relief victims and assisted in fire fighting throughout Theewaterskloof Municipality.

3.22.1 EMPLOYEES: DISASTER MANAGEMENT

Employees: Disaster Management					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	-	-	-	-	-
4 - 6	-	-	-	-	-
7 - 9	-	-	-	-	-
10 - 12	-	-	-	-	-
13 - 15	1	1	1	0	0%
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	1	1	1	0	0%

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3.22.2 FINANCIAL PERFORMANCE: DISASTER MANAGEMENT

Financial Performance : Disaster Management, Animal Control					
R'000					
Details	`2012/13	`2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	0	10	1		-100%
Expenditure:					
Employees		–			
Repairs and Maintenance	274	621	631	627	-1%
Other	221	424	446	272	-39%
Total Operational Expenditure	495	1,045	1,077	898	-17%
Net Operational Expenditure	495	1,035	1,076	898	-16%
<i>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Adjustment Budget and Actual by the Adjustment Budget.</i>					T3.67.5

COMPONENT H: SPORT AND RECREATION

This component includes: community parks; sports fields; sports halls; stadiums; swimming pools; and camp sites.

3.23 SPORT AND RECREATION

New light was shown when government allocated 15% of all MIG funds for the upgrading of municipal sporting facilities.

3.23.1 SPORT AND RECREATION: HIGHLIGHTS/CHALLENGES AND SERVICE STATISTICS

HIGHLIGHTS	
TOWN	DESCRIPTION
Myddelton	New mini sports facility
RSE	Upgrade of existing sport facility
Grabouw	4 new play parks, Bosbou, Bert, Brink and Gafferley
Villiersdorp	1 new Play park- Extension 11
Caledon	1 new Play park, Uitsig
Botriver	1 new Play park
Greyton	1 new Play park

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3.23.2 EMPLOYEES: SPORT AND RECREATION

Employees: Sport and Recreation					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	-	-	-	-	-
4 - 6	-	-	-	-	-
7 - 9	-	-	-	-	-
10 - 12	-	-	-	-	-
13 - 15	1	1	1	0	0%
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	1	1	1	0	0%

3.23.3 FINANCIAL PERFORMANCE: SPORT AND RECREATION

Financial Performance: Sport and Recreation					
R'000					
Details	`2012/13	`2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	821	278	261	332	27%
Expenditure:					
Employees	3,962	4,715	4,390	4,191	-5%
Repairs and Maintenance	1,680	1,874	1,867	1,646	-12%
Other	818	1,286	1,162	552	-53%
Total Operational Expenditure	6,460	7,874	7,418	6,389	-14%
Net Operational Expenditure	7,281	7,596	7,157	6,057	-15%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Adjustment Budget and Actual by the Adjustment Budget.					T3.68.4

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3.23.4 CAPITAL EXPENDITURE: SPORT AND RECREATION

Capital Expenditure : Sport and Recreation					
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	3,270	3,313	–	0	
TWK Sport & Recreation	3,270	3,270	3,270	0%	
Sportfields-Riviersonderend	–	44	40	100%	0
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T3.68.5

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

This component includes: corporate policy offices, financial services, human resource services, ICT services, property services.

3.24 EXECUTIVE AND COUNCIL

This component includes: Executive office (mayor; councilors; and municipal manager).

3.24.1 EMPLOYEES: EXECUTIVE AND COUNCIL

Employees: The Executive and Council					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	-	-	-	-	-
4 - 6	-	-	-	-	-
7 - 9	-	-	-	-	-
10 - 12	-	-	-	-	-
13 - 15	-	-	-	-	-
16 - 18	-	-	-	-	-
19 - 20	6	6	6	0	0%
Total	6	6	6	0	0%

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Employees: Administration					
Job Level	` 2012/13	` 2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	11	9	9	0	0%
4 - 6	6	6	6	0	0%
7 - 9	18	18	18	0	0%
10 - 12	7	7	7	0	0%
13 - 15	5	5	4	1	20%
16 - 18	1	1	0	1	100%
19 - 20	-	-	-	-	-
Total	48	46	44	2	4%

3.24.2 FINANCIAL PERFORMANCE: EXECUTIVE AND COUNCIL

Financial Performance : The Executive and Council					
R'000					
Details	`2012/13	`2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	8,363	5,424	6,291	5,641	-10%
Expenditure:					
Employees	32,274	38,022	31,130	28,703	-8%
Repairs and Maintenance	106	142	142	107	-24%
Other	9,840	16,706	20,860	22,412	7%
Total Operational Expenditure	42,221	54,869	52,132	51,223	-2%
Net Operational Expenditure	33,858	49,445	45,840	45,582	-1%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Adjustment Budget and Actual by the Adjustment Budget .					T3.69.5

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3.24.3 CAPITAL EXPENDITURE: EXECUTIVE AND COUNCIL

Capital Expenditure : The Executive and Council					
R' 000					
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	2,754	4,822	3,686	25%	
Municipal Manager - Inventory	50	50	11	-373%	
Corporate Services - Inventory	342	342	256	-34%	
Caledon - Inventory	556	556	122	-355%	
Grabouw - Inventory	376	376	342	-10%	
G/dal/Greyton - Inventory	228	228	196	-16%	
Riviersonderend - Inventory	112	112	44	-155%	
Villiersdorp - Inventory	210	210	191	-10%	
Technical Services Admin - Inventory	259	259	246	-5%	
V/dorp W5- High mass light	95	95	95	0%	
V/dorp W6- High mass light	95	95	95	0%	
Joe Slovo - High mass light	80	80	80	0%	
G/dal/Greyton - Street lights	100	100	98	-2%	
Caledon - High mass light	125	125	246	49%	
Grabouw - High mass light	125	125	125	0%	
Multi Purpose Bus/ Numberplate regconition	–	197	216	100%	
Victoria Hall	–	361	579	100%	
Caledon - Impoundment Facilities	–	450	426	100%	
Caledon - Upgrading Land and buildings	–	350	320	100%	
Development - Caledon	–	690	396	100%	
Dispossession - Tesselaarsdal	–	20	17	100%	
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.					T3.69.6

3.25 FINANCIAL SERVICES

During the 2011 strategic planning session, Financial Sustainability was identified as the highest priority for the municipality. A Turnaround Strategy was adopted and a Steering Committee established to guide and implements the strategy. Specific low hanging fruit projects have also already been adopted by such a committee.

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The biggest challenge is the functioning and results of the Revenue Section which is critical to financial sustainability and consequently it is the area that we should be focussing on.

3.25.1 FINANCIAL SERVICES: CHALLENGES

Challenges	Description
Revenue Section	Collection rate is too low
Inadequate grant funds from National and Provincial Government	The Fiscal Model has become out-dated
Narrow rates base	Not enough people and organisations to contribute towards the financial capacity of the municipality
A weak revenue stream	Due to the relative small revenue out of electricity as most of the reticulation is done by ESCOM

The problem is that expectations and frustrations of the poorest of the poor are escalating by the day and the municipality is simply not able to respond due to lack of funding.

Some of the measures taken to improve the financial performance of the municipality are:

- Active monitoring of income and expenditure as per the predetermined targets
- Active monitoring of financial sustainability projects
- Proper costing of projects (ABC)
- Door to Door project (ensuring that accurate data exist for all debtors to assist and improve debt collection process)
- Fully functioning Financial Sustainability Committee (more than 20 projects has been registered in the 2013/2014 financial year aimed at increasing revenue and making TWK municipality financially viable)
- Emphasis placed on reducing losses on services currently making a loss through the introduction of stricter controls, both operational and financial control
- Resources invested in traffic to ensure improved functioning of the traffic section with special emphasis placed on traffic fines. (Traffic Fine for 2012/2013 = R5,466 vs. R11,391)

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3.25.2 DEBT RECOVERY

Debt Recovery					
Details of the types of account raised and recovered	Year -1		Year 0		
	Actual for accounts billed in year	Proportion of accounts value billed that were collected in the year %	Billed in Year	Actual for accounts billed in year	Proportion of accounts value billed that were collected %
Property Rates	43,226	81%	48,414	40,043	82.71%
Electricity - B	4,912	94%	5,427	5,166	95.18%
Electricity - C	49,726	94%	54,940	52,292	95.18%
Water - B	3,169	69%	3,157	2,197	69.61%
Water - C	32,085	69%	31,956	22,244	69.61%
Sanitation	16,074	76%	18,460	14,552	78.83%
Refuse	14,623	69%	18,025	13,703	76.02%
Other	166		—	—	

B- Basic; C= Consumption. See chapter 6 for the Auditor General's rating of the quality of the financial Accounts and the systems behind them.

3.25.3 EMPLOYEES: FINANCIAL SERVICES

Employees: Financial Services					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	-	-	-	-	-
4 - 6	7	7	5	2	29%
7 - 9	36	36	36	0	0%
10 - 12	5	8	8	0	0%
13 - 15	4	6	6	0	0%
16 - 18	1	1	0	1	100%
19 - 20	-	-	-	-	-
Total	53	58	55	3	5%

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3.25.4 FINANCIAL PERFORMANCE: FINANCIAL SERVICES

Financial Performance Year 2012/13: Financial Services					
R'000					
Details	'2012/13	'2013/'14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	67,935	65,120	52,990	59,391	12%
Expenditure:					
Employees	12,180	14,080	13,778	13,789	0%
Repairs and Maintenance	552	429	429	191	-56%
Other	10,099	9,473	15,174	9,598	-37%
Total Operational Expenditure	22,830	23,982	29,381	23,578	-20%
Net Operational Expenditure	-45,104	(41,138)	(23,609)	(35,813)	52%
<i>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Adjustment Budget and Actual by the Adjustment Budget .</i>					T3.70.5

3.25.5 CAPITAL EXPENDITURE: FINANCIAL SERVICES

Capital Expenditure : Financial Services					
R' 000					
Capital Projects	'2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	37	37	4	-840%	
Finance - Inventory	37	37	4	-840%	
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.</i>					T3.70.6

The variance relating to the net operating expenditure for Financial Service amounts to 52% for 2013/2014. The municipality projected that it will make a loss of R4.215m on the sale of assets. The unpredictability of public auctions caused the municipality to make a loss of R341 000 instead. The total variance (in R) amounts to

The remainder of the variance in the net operating expenditure is largely attributable to the under spending on repairs and maintenance. The budgeted amount for Repairs and Maintenance include provisions for access payment relating to insurance claims, during the 2013/14 no claims was submitted by the finance department that required access payments resulting in the R122 000 budgeted not being spent.

Financial Services only made provision for inventory items on the capital budget. The variance of 840% was as a result of amounts allocated to the purchase of inventory for the appointment of new staff. These vacancies were not filled within the 2013/14 financial year and consequently budgeted inventory items not purchased.

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3.26 HUMAN RESOURCE SERVICES

3.26.1 EMPLOYEES: HUMAN RESOURCES

Employees: Human Resource Services					
Job Level	Year 2012/13	Year 2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0%
4 - 6	0	0	0	0	0%
7 - 9	0	0	0	0	0%
10 - 12	4	4	4	0	0%
13 - 15	2	2	2	0	0%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	6	6	6	0	0%

3.26.2 FINANCIAL PERFORMANCE: HUMAN RESOURCES

Financial Performance Year 2012/13: Human Resource Services					
R'000					
Details	2012/2013	Year 2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	5,652	400	725	232	-68%
Expenditure:					
Employees	2,176	3,653	3,503	2,648	-24%
Repairs and Maintenance	-		-	0	
Other	3,080	3,190	3,715	3,866	4%
Total Operational Expenditure	5,256	6,842	7,217	6,514	-10%
Net Operational Expenditure	-396	6,442	6,492	6,282	-3%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Adjustment Budget and Actual by the Adjustment Budget.					T3.71.5

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3.27 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

This component includes: Information and Communication Technology (ICT) services.

The municipal ICT Steering Committee (ICTS) is mandated to make decision with regards to the municipal ICT and responsible for ICT governance. The Auditor General report highlighted 7 findings for the 2011/12 financial year. Under the guidance of the ICTS the latter 7 findings, was resolved with only 2 unresolved findings, which was not directly the responsibility of the ICT division.

In terms of the yearly audits performed by the Auditor General, the ICTS receives monthly reports on the status of these audits and the mitigating processes to resolve any issues that may arise.

The ICT division has also implemented an ICT auditing system that monitors and reports the status of the entire ICT environment. This report is submitted to and scrutinized on a monthly by the ICTS.

In March 2013 a plan was presented to the ICTS to establish ICT governance and security in terms of the ISO27000 standards. This was generally accepted by the ICTS and will also be included in the ICT Master Systems Plan.

Other initiatives of ICT included:

- The establishment of the Overberg ICT Forum that focuses on shared services.
- e-Participation to enhance community communication.
- Cost savings projects
- The redesign of the municipal website to be more interactive and aligned with future developments.
- Implementation of a Disaster Recovery Plan
- Implementation of various policies and Standard Operating Procedures

For the 2012/13 financial year our capital projects included the upgrading of 30 desktop computers, 2 main frame servers, the implementation of 2 Uninterruptable Power Supply systems and the replacement of 2 receipt printers. The ICT offices and main data-centre was also overhauled and relocated to a more secure location that is aligned with best practices and Audit General provisions, such as access and environmental controls.

3.27.1 EMPLOYEES: ICT SERVICES

Employees: ICT Services					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3					0%
4 - 6					0%
7 - 9					0%
10 - 12	1	1	1	0	0%
13 - 15	1	1	1	0	0%
16 - 18					0%
19 - 20					0%
Total	2	2	2	0	0%

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3.27.2 FINANCIAL PERFORMANCE: ICT SERVICES

Financial Performance Year 2012/13: ICT Services					
R'000					
Details	2012/13	Year 2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	5,199	–	–	–	
Expenditure:					
Employees	721	797	803	809	1%
Repairs and Maintenance		–	–	–	
Other	2,953	4,250	4,059	3,308	-19%
Total Operational Expenditure	3,673	5,047	4,861	4,117	-15%
Net Operational Expenditure	-1,526	5,047	4,861	4,117	-15%
<i>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Adjustment Budget and Actual by the Adjustment Budget.</i>					T3.72.5

Capital Expenditure Year 2011/12: ICT Services					
R' 000					
Capital Projects	Year 2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	891	891	701	-27%	
IT - Inventory	891	891	701	-27%	
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).</i>					T3.72.6

3.28 PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

This component includes: property; legal; risk management and procurement services.

3.28.1 EMPLOYEES: PROPERTY MANAGEMENT, LEGAL, RISK MANAGEMENT AND PROCUREMENT

Employees: Property Management					
Job Level	Year 2012/13	Year 2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	-	-	-	-	-

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4 - 6	1	1	1	0	0%
7 - 9	-	-	-	-	-
10 - 12	1	1	1	0	0%
13 - 15	1	1	1	0	0%
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	3	3	3	0	0%

Employees: Valuations					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	-	-	-	-	-
4 - 6	-	-	-	-	-
7 - 9	-	-	-	-	-
10 - 12	-	-	-	-	-
13 - 15	1	1	1	0	0%
16 - 18	-	-	-	-	-
19 - 20	-	-	-	-	-
Total	1	1	1	0	0%

3.28.2 FINANCIAL PERFORMANCE: PROPERTY SERVICES

Financial Performance : Property Services					
R'000					
Details	Year 2012/13	Year 2013/14			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	525	2,320	6,606	29,075	340%
Expenditure:					
Employees	913	1,625	1,559	1,458	-6%
Repairs and Maintenance	-	1,922	2,009	2,078	3%
Other	744	2,581	111,012	23,514	-79%
Total Operational Expenditure	1,657	6,128	114,580	27,050	-76%
Net Operational Expenditure	2,182	3,808	107,974	(2,025)	-102%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Adjustment Budget and Actual by the Adjustment Budget .					T3.73.5

Chapter 3

CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART II)

The municipality currently employs **644** officials, who individually and collectively contribute to the achievement of the Municipality's objectives. The primary objective of Human Resource Management is to render an innovative HR service that addresses both skills development and an administrative function.

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Description	Year 2012/13	Year 2013/14			
	Employees	Approved Posts	Employees	Vacancies	Vacancies
	No.	No.	No.	No.	%
Water	33	33	31	2	6%
Waste Water (Sanitation)	44	44	37	7	19%
Electricity	19	19	19	0	0%
Waste Management	158	161	157	4	3%
Housing	9	12	10	2	20%
Waste Water (Incl. in waste water sanitation)	0	0	0	0	0%
Roads	103	106	102	4	4%
Traffic	59	61	57	4	7%
Town Planning	8	8	8	0	0%
Local Economic Development	2	3	3	0	0%
Planning (Strategic &Regulatory/IDP)	8	8	8	0	0%
Finance	53	58	55	3	5%
Administration	48	46	44	2	5%
HR	6	6	6	0	0%
IT	2	2	2	0	0%
Property Management	3	3	3	0	0%
Parks	73	73	72	1	1%
Libraries	27	27	26	1	4%
Valuations	1	1	1	0	0%
Internal Audit	3	3	3	0	0%
Totals	659	674	644	30	1

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Vacancy Rate: Year 2013/14			
Designations	*Total Approved Posts	*Vacancies (Total time that vacancies exist using fulltime equivalents)	*Vacancies (as proportion of total posts in each category)
	No.	No.	%
Municipal Manager	1	0	0
CFO	1	0	0
Other S57 Managers (excluding Finance Posts)	4	0	0
Other S57 Managers (Finance posts)	0	0	0
Police officers	0	0	0
Traffic & Law Enforcement	27	2	0
Senior management: Levels 13-15 (excluding Finance Posts)	5	0	0
Senior management: Levels 13-15 (Finance posts)	2	0	0
Highly skilled supervision: levels 9-12 (excluding Finance posts)	21	2	9.52
Highly skilled supervision: levels 9-12 (Finance posts)			
Total	61	4	6.56

Turn-over Rate			
Details	Total Appointments as of beginning of Financial Year	Terminations during the Financial Year	Turn-over Rate*
	No.	No.	
2010/11	572	42	7.34%
2011/12	569	29	5.19%
2012/13	659	43	6.53%
2013/14	674	47	6.97%

A high turnover may be costly to a municipality and might negatively affect productivity, service delivery and institutional memory/organisational knowledge. The critical challenge for the current administration is to attract and retain scarce skills in the workplace.

The municipality's turnover rate for the past years has been between **7.34% (2010/11)** and **6.97% (2013/14)** and below 10% which indicates that it is well within in National and International benchmarks. This rate can be attributed to normal attrition, staff leaving for better prospects as well as through the disciplinary process.

Chapter 5

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

Note: MSA 2000 S67 requires municipalities to develop and adopt appropriate systems and procedures to ensure fair; efficient; effective; and transparent personnel administration in accordance with the Employment Equity Act 1998.

The Human Resource division comprises of HR Administrative Services. This section is responsible for the administration of leave, fringe benefits, medical aid contributions and housing schemes including the Occupational Health and Safety section, as well as the Training and skills development.

Managing the municipal workforce refers to analysing and coordinating employee behaviour.

4.2 POLICIES

HR Policies and Plans				
	Name of Policy	Completed	In Process of being Reviewed	Date adopted by council or comment on failure to adopt
1	Affirmative Action (Employment Equity)	x		15 September 2011.
2	Attraction and Retention		x	
3	Code of Conduct for employees	x		Schedule 2 – Municipal Systems Act [Act 32 of 2000]
4	Delegations, Authorisation & Responsibility	x		Revised by council 24 th March 2011- new council adopted on 31 May 2011
5	Disciplinary Code and Procedures	x		Negotiated on Bargaining Council Level (Adopted 01 July 2010)
6	Essential Services		x	Parties could reach an agreement on the services that was identified as Essential. The Draft Agreement will be discussed at the Local Labour Forum meeting that is scheduled for 25 July 2012.
7	EAP	X		Adopted on the 27 March 2014
8	Exit Management	x		Exit interview are held with employees leave the organisation.
9	Grievance Procedures	x		In terms of Main Collective Agreement that was adopted on Bargaining Council Level on 01 May 2007
10	HIV/Aids	x		20 March 2013
11	Human Resource and Development		x	A draft Policy currently under consultation
12	Information Technology	x		Policy was adopted on 15 September 2011
13	Task Job Evaluation Policy	x		09 October 2013
14	Leave	x		20 March 2013
15	Occupational Health and Safety	x		Policy adopted by Council on 29 July 2010
16	Official Housing (subsidy)	x		Adopted at bargaining council level
17	Travel and Subsistence	x		Policy reviewed and approved 29 July 2010
18	Official transport to attend Funerals			none
19	Official Working Hours and Overtime		x	A draft Policy currently under consultation

Chapter 5

	Name of Policy	Completed	In Process of being Reviewed	Date adopted by council or comment on failure to adopt
20	Organisational Rights	x		Main Collective Agreement – Adopted on Bargaining Council Level
21	Payroll Deductions	x		Statutory deductions
22	Performance Management and Development	x		January 2010
23	Recruitment, Selection and Appointments	x		Employment Practice Policy adopted on 15 September 2011.
24	Remuneration Scales and Allowances	x		As per Salary and Wage Collective Agreement - Adopted on Bargaining Council Level.
25	Resettlement	x		Current policy
26	Sexual Harassment	x		Adopted on 29 July 2010
27	Skills Development	x		Workplace Skills Plan – Adopted on 30 June 2011.
28	Smoking	x		Adopted on 26 May 2008
29	Bursary	x		Adopted on 15 October 2008
30	Substance Abuse	x		Adopted on 15 September 2011
31	Uniforms and Protective Clothing	x		Adopted on 29 July 2010
32	Transport Policy	x		Adopted on 24 April 2012
33	Medical Assistance for former employees	x		Adopted on 05 May 2011
34	Induction	x		Adopted 7 August 2012
35	Training Policy	x		31 October 2013
36	Revision Transport		x	3 December 2013
37	Scarce Skills	x		20 March 2013

All HR Policies are discussed by the Policy Working Group that comprises of top Management and representatives from the Unions, where after it is referred to the Local Labor Forum for approval. Good progress is being made with the adoption of HR Policies and procedures, and we are well within our target of adopting at least 2 policies in a year.

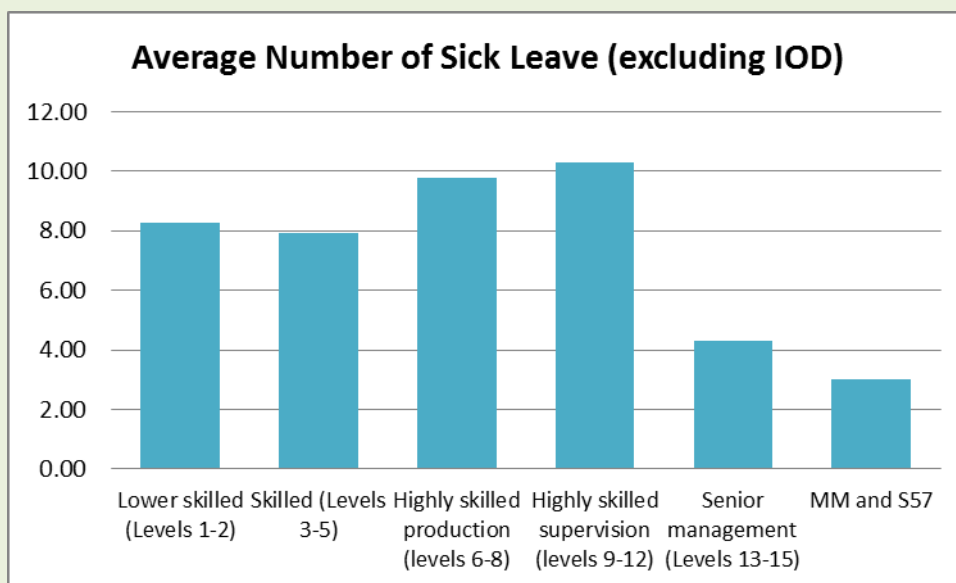
4.3 INJURIES, SICKNESS AND SUSPENSIONS

Number and Cost of Injuries on Duty					
Type of injury	Injury Leave Taken	Employees using injury leave	Proportion employees using sick leave	Average Injury Leave per employee	Total Estimated Cost
	Days	No.	%	Days	R'000
Required basic medical attention only	126	41	32.54%	25.2	R44 730
Temporary total disablement	20	1	5.00%	4	R 7 100.00
Permanent disablement	320	2	0.63%	64	R 113 600.00
Fatal	0	0	0.00%	0	R 0.00
Total	466	44	9.44%	93.2	R 165 430

Chapter 5

Compensation claims for such occupational injuries are calculated according to the seriousness of the injury/disease and can be costly to a municipality. Occupational injury will influence the loss of man hours and therefore financial and productivity performance.

Number of days and Cost of Sick Leave (excluding injuries on duty)						
Salary band	Total sick leave	Proportion of sick leave without medical certification	Employees using sick leave	Total employees in post*	*Average sick leave per Employees	Estimated cost
	Days	%	No.	No.	Days	R' 000
Lower skilled (Levels 1-2)	2013.5	16%	214	243	8.28	R 566 399.00
Skilled (Levels 3-5)	1472	15%	148	186	7.91	R 748 981.00
Highly skilled production (levels 6-8)	851	16%	84	87	9.78	R 647 949.00
Highly skilled supervision (levels 9-12)	268	20%	23	26	10.30	R 271 216.00
Senior management (Levels 13-15)	142	13%	17	33	4.30	R 253 882.00
MM and S57	18	56%	6	6	3.00	R 86 746.00
Total	4764.5	22%	492	581	8.20	R 2 575 173.00



The number of days' sick leave taken by employees has service delivery and cost implications. The monitoring of sick leave identifies certain patterns or trends. Once these patterns are identified, corrective action can be taken.

Chapter 5

Number and Period of Suspensions

Position	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised	Date Finalised
Examiner	Corruption	10 July 2013	Employee Charged	Waiting outcome
General Worker	Assault	24 June 2014	Currently under investigation	

In terms of the Disciplinary Code only officials from other departments or from other municipalities can be appointed as Presiding Officers and Employer Representatives. The availability of the officials is a huge problem. There are simply not enough officials with the necessary expertise and knowledge to handle disciplinary hearings. The Code further states that the Employer Representative must be at a level more senior than the employee(s) who is/are being charged, which makes the "pool" of available officials even smaller.

Another factor is the constant requests for postponements from the Unions

All officials post level T14 to T17 were sent on an Initiator and Chairperson training and hopefully this initiative will speed up the finalization of the disciplinary hearings.

4.4 PERFORMANCE REWARDS

Performance Rewards By Gender

Designations	Beneficiary profile				
	Gender	Total number of employees in group	Number of beneficiaries	Expenditure on rewards Year 2012/13	Proportion of beneficiaries within group
				R' 000	%
Lower skilled (Levels 1-2)	Female	-	-	-	-
	Male	-	-	-	-
Skilled (Levels 3-5)	Female	-	-	-	-
	Male	-	-	-	-
Highly skilled production (levels 6-8)	Female	-	-	-	-
	Male	-	-	-	-
Highly skilled supervision (levels 9-12)	Female	-	-	-	-
	Male	-	-	-	-
Senior management (Levels 13-15)	Female	-	-	-	-
	Male	-	-	-	-
MM and S57	Female	-	-	-	-
	Male	6	6	614	100%
Total		6	6	614	100%

The implementation of performance management to lower levels of staff could not be realized due to capacity constraints. The Performance Policy is currently under review and will be adopted in June 2015.

Chapter 5

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

Section 68(1) of the MSA states that municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. For this purpose the human resource capacity of a municipality must comply with the Skills Development Act (SDA), 1998 (Act No. 81 of 1998), and the Skills Development Levies Act, 20 1999 (Act No. 28 of 1999).

Policies for internal bursaries are in place. The training committee which follows a well-organized procedure involving all relevant role-players meets on a monthly basis after the local labor forum meeting. Transparent regulation of all courses involves the unions SAMWU and IMATU in all decision making.

4.5 SKILLS DEVELOPMENT AND TRAINING

Financial Competency Development: Progress Report*						
Description	A. Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	B. Total number of officials employed by municipal entities (Regulation 14(4)(a) and (c))	Consolidated: Total of A and B	Consolidated: Competency assessments completed for A and B (Regulation 14(4)(b) and (d))	Consolidated: Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Consolidated: Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Financial Officials						
Accounting officer	0	0	0	0	0	0
Chief financial officer	0	0	0	0	0	0
Senior managers	0	0	0	0	0	0
Any other financial officials	0	0	0	0	0	0
Supply Chain Management Officials						
Heads of supply chain management units	0	0	0	0	0	0
Supply chain management senior managers	0	0	0	1	1	1
TOTAL	0	0	0	1	1	1

* This is a statutory report under the National Treasury: Local Government: MFMA Competency Regulations (June 2007)

T 4.5.2

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Skills Development Expenditure										
										R'000
Management level	Gender	Employees as at the beginning of the financial year	Original Budget and Actual Expenditure on skills development Year 1							
			Learnerships		Skills programmes & other short courses		Other forms of training		Total	
		No.	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual
MM and S57	Female						10	20	10	20
	Male						20	25	20	25
Legislators, senior officials and managers	Female									
	Male									
Professionals	Female									
	Male									
Technicians and associate professionals	Female									
	Male									
Clerks	Female									
	Male									
Service and sales workers	Female									
	Male									
Plant and machine operators and assemblers	Female									
	Male									
Elementary occupations	Female									
	Male									
Sub total	Female						10	20	10	20
	Male						20	25	20	25
Total		0	0	0	0	0	30	45	30	45
*% and *R value of municipal salaries (original budget) allocated for workplace skills plan.									%* *R	T4.5.3

COMMENT ON SKILLS DEVELOPMENT AND RELATED EXPENDITURE AND ON THE FINANCIAL COMPETENCY REGULATIONS:

Delete Directive note once comment is completed – Comment on the adequacy of training plans and the effectiveness of implementation at your municipality. Explain variances between actual and budgeted expenditure. Also comment on the adequacy of funding (e.g. is it intended to increase or decrease this level of spending in future years and how is the value of the training activity assessed?) Refer to MFMA Competency Regulations, the range of officials to which it relates and the deadline of 2013 by which it will become fully effective. Discuss the progress made on implementation at your municipality as reflected in T4.5.4 above.

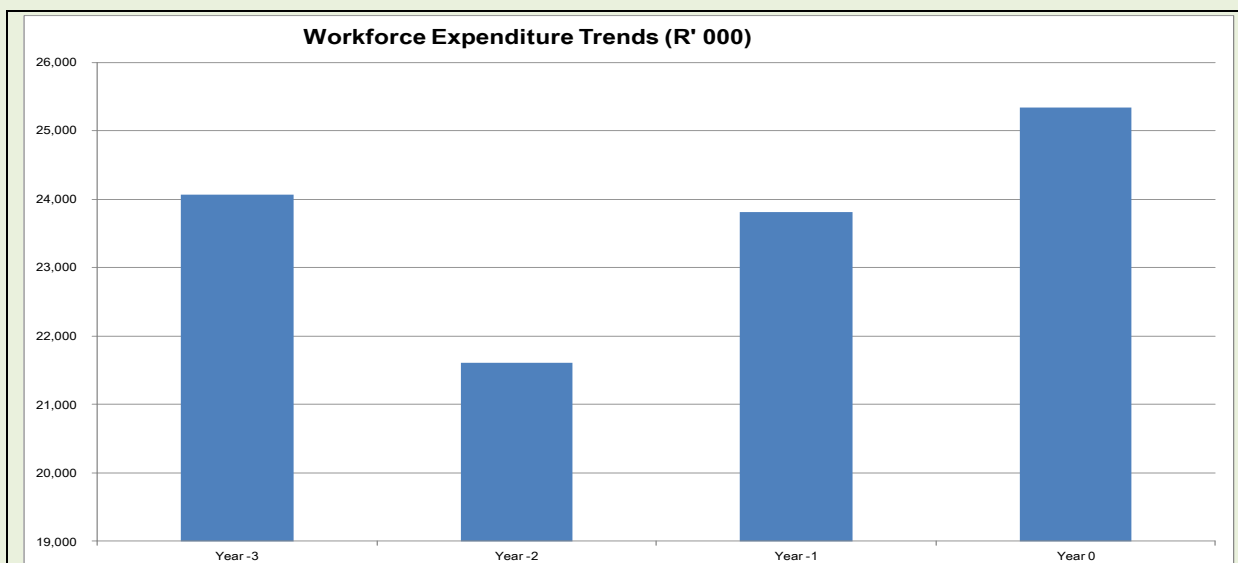
T 4.5.4

Chapter 5

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

The percentage personnel expenditure is essential in the budgeting process as it reflects on current and future efficiency. The table below indicates the percentage of the municipal budget that was spent on salaries and allowance (excluding councilor remuneration) for the past three financial years and that the municipality is well within the national norm of between **35 to 40%**:

4.6 EMPLOYEE EXPENDITURE



Source: MBRR SA22

T 4.6.1

Number Of Employees Whose Salaries Were Increased Due To Their Positions Being Upgraded

Beneficiaries	Gender	Total
Lower skilled (Levels 1-2)	Female	-
	Male	-
Skilled (Levels 3-5)	Female	-
	Male	-
Highly skilled production (Levels 6-8)	Female	-
	Male	5
Highly skilled supervision (Levels 9-12)	Female	-
	Male	1
Senior management (Levels 13-16)	Female	-
	Male	-
MM and S 57	Female	-
	Male	-
Total		6

Chapter 5

Employees Whose Salary Levels Exceed The Grade Determined By Job Evaluation

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Manager Corporate Services	1	T14	T15	Post was evaluated
Chief HR Admin	1	T13	T14	Post was evaluated
Senior Traffic Officer	1	T10	6005 (Previous scales)	Incumbent earns more than Job Evaluation Level
Admin Officers	1	T10	6004 (previous scales)	Incumbent earns more than Job Evaluation Level
Senior Library Assistants	2	T07	6006 (previous scales)	Incumbent earns more than Job Evaluation Level
Meter Readers	4	T05	6009 (previous scales)	Incumbent earns more than Job Evaluation Level

Employees appointed to posts not approved

Department	Level	Date of appointment	No. appointed	Reason for appointment when no established post exist
NONE				

DISCLOSURES OF FINANCIAL INTERESTS

Sailing Ships Trading - T/a J&A Elektriese Werke - Electrical Services - Son in law of Deputy Director : Electrical

JDFD Transport Services - Transport services - Mother of Denver and Fredericks Damons : Technical Services

Coalition Trading 1317 cc - Construction Services - Spouse of Alison Tobias-Meintjies : Assistant Superintendent Streets and Stormwater

Ithuba Industries - Construction Material - Spouse of W. De Morney - Teacher

TWK TV & Video - ICT Services - Son of J Barnard - Director: Operations

Tano Vera - ICT Services - Domestic partner of Nino Hendricks: Manager ICT

Villiersdorp Sekuriteit - Security and Monitoring Services - Spouse of C Vosloo: Speaker

Umthi Omkhulu Trading - Construction services - Husband of Cashier M Thomas

Finck Attorneys - Legal Services - Spouse of Gail Finck - Senior Clerk Clearances

Greyton repairs - Mechanical Services - Spouse of Gail Groenewald: Administrator Debtors

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Rosant FV - Construction Services - Parent of C. Bloemfontein -
Tempory IT Technician

Suidwes Biltong - Food supplier - Wife of F. du Toit - Deputy Director Electrical

Groenland Security Services - Security and Monitoring - Spouse of M. Groenewald

Senior Administrator Official, PAWC Department of Environmental Affairs

Jules Gardening Services - Gardening Services - Wife of M. Gillion -
Senior Building Inspector

Petrol & Diesel Enjin Sentrum - Mechanical Services - Spouse of J. Pretorius
Chief Clerk Creditors

Hendricks Construction - Construction Services - Cousin of A. Hendricks -
Head Supply Chain

Marchall Armature Winding - Electrical Services - Spouse of M. Koeglenberg -
Councilor

Mopstix Cleaning Services - Cleaning Services + Office Material - Spouse of Monroe van Niekerk -
Ambulance Medi

Adenco Construction - Construction Services - Parent of H.V. Machimana (Social Worker), B. Skosana
(Nurse) and Child of A. Kassner – Teacher

WAM Technology - Professional Services - Spouse of S.E.B. Botes - Teacher

Masanda Trading - Construction Services - Spouse of M. Thomas

ABSA Bank - Banking & Financial Services - Spouse of T. Manual - Parlement

Aurecon SA - Professional Services - Parent of R Mehlala (CFO: Eastern Cape Arts and Culture Council)
and Son of G Saaiman (Auditor General)

Financial Summary					R' 000	
Description	2012/2013	2013/14			2013/14 Variance	
	Actual	Original Budget	Adjustment Budget	Actual	Original Budget	Adjustment Budget
Financial Performance						
Property rates	47,607	60,047	59,448	58,673	-0.01	-0.02
Service charges	131,967	145,559	145,625	142,532	-0.02	-0.02
Investment revenue	2,407	2,200	2,200	2,904	0.32	0.32
Transfers recognised - operational	74,010	91,339	111,817	103,788	-0.07	0.14
Other own revenue	48,171	22,844	35,983	78,874	1.19	2.45
Total Revenue (excluding capital transfers and contributions)	304	321,989	355,072	386,770	0.09	0.20
Employee costs	107,707	127,223	126,957	122,421	-0.04	-0.04
Remuneration of councillors	7,410	8,502	8,502	8,203	-0.04	-0.04
Depreciation & asset impairment	98,311	19,941	128,555	32,816	-0.74	0.65
Finance charges	12,780	13,731	12,940	12,742	-0.02	-0.07
Materials and bulk purchases	45,334	49,824	49,277	50,043	0.02	0.00
Transfers and grants	783	850	850	824	-0.03	-0.03
Other expenditure	92,731	108,522	144,304	153,849	0.07	0.42
Total Expenditure	365	328,592	471,385	380,898	-0.19	0.16
Surplus/(Deficit)	(61)	(6,603)	(116,313)	5,872	-1.05	-1.89
Transfers recognised - capital	73,116	62,851	42,779	52,123	0.22	-0.17
Contributions recognised - capital & contributed assets	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	12	56,248	(73,533)	57,995	-1.79	0.03
Share of surplus/ (deficit) of associate	-	-	-	-	-	-
Surplus/(Deficit) for the year	12	56,248	(73,533)	57,995	-1.79	0.03
Capital expenditure & funds sources						
Capital expenditure	88	73,594	69,980	-	-1.00	-1.00
Transfers recognised - capital	68,373	58,427	42,212	52,123	0.23	-0.11
Public contributions & donations	-	-	-	-	-	-
Borrowing	5,455	7,075	14,040	8,509	-0.39	0.20
Internally generated funds	14,495	8,093	13,729	7,996	-0.42	-0.01
Total sources of capital funds	88,323	73,594	69,980	68,628	-0.02	-0.07
Financial position						
Total current assets	61,531	41,649	47,544	76,891	0.62	0.85
Total non current assets	687,776	883,586	621,178	800,804	0.29	-0.09
Total current liabilities	69,816	57,143	57,999	66,587	0.15	0.17
Total non current liabilities	165,534	178,652	170,298	179,053	0.05	0.00
Community wealth/Equity	513,958	689,440	440,425	632,055	0.44	-0.08
Cash flows						
Net cash from (used) operating	92,559	77,039	38,128	67,384	0.77	-0.13
Net cash from (used) investing	(79,990)	(73,594)	(65,966)	(61,362)	-0.07	-0.17
Net cash from (used) financing	(6,437)	(674)	308	4,651	14.08	-7.90
Cash/cash equivalents at the year end	27,545	11,798	15	38,218	2,538.15	2.24
Cash backing/surplus reconciliation						
Cash and investments available	27,545	11,798	15	38,218	2,538.15	2.24
Application of cash and investments	24,019	4,016	175	-	-1.00	-1.00
Balance - surplus (shortfall)	3,526	7,782	(160)	38,218	-239.48	3.91
Asset management						
Asset register summary (WDV)	687,752	883,548	924,973	640,605	-0.31	-0.27
Depreciation & asset impairment	98,311	19,941	128,555	32,816	-0.74	0.65
Renewal of Existing Assets	43,221	21,921	25,632	62,996	1.46	1.87
Repairs and Maintenance	17,849	21,405	20,110	18,412	-0.08	-0.14
Free services						
Cost of Free Basic Services provided	13,505	16,491	16,491	12,728	-0.23	-0.23
Revenue cost of free services provided	16,721	22,914	22,914	12,728	-0.44	-0.44
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A1						

Chapter 5

Financial Performance of Operational Services						
						R '000
Description	2012/13	2013/14			2013/14 Variance	
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Operating Cost						
Water	33,709	36,370	38,827	40,700	11%	4.60%
Waste Water Management	18,253	66,512	24,615	21,065	-216%	-16.85%
Electricity	48,502	6,708	53,812	53,107	87%	-1.33%
Waste Management	19,848	(4,336)	21,367	23,100	119%	7.50%
Housing	4,280	4,253	5,249	4,690	9%	-11.92%
Component A: sub-total	124,592	109,507	143,870	142,662	23%	-0.85%
Waste Water		-	-			
Roads Transport	26,086	23,670	29,580	27,259	13%	-8.51%
Transport	-	-	-			
Component B: sub-total	26,086	23,670	29,580	27,259	13%	-8.51%
Planning & Development	7,892	9,886	7,042	7,824	-26%	10.00%
Local Economic Development	3,574	1,579	4,424	3,641	57%	-21.49%
Component C: sub-total	11,465	11,465	11,465	11,465	0	0.00%
Community & Social Services	661	(2,210)	(277)	(609)	-263%	54.59%
Environmental Protection	124	50	156	138	64%	-12.87%
Health	-	-	-			
Public Safety	7,304	6,553	4,248	3,679	-78%	-15.47%
Sport and Recreation	7,009	8,152	8,488	7,453	-9%	-13.88%
Corporate Offices and Other	131,374	(15,018)	149,185	142,448	111%	-4.73%
Component D: sub-total	146,471	(2,473)	161,799			
Total Expenditure	308,615,090	142,169,873	346,714,226	362,302,245	60.76%	4.30%
In this table operational income (but not levies or tariffs) is offset against operational expenditure leaving a net operational expenditure total for each service as shown in the individual net service expenditure tables in chapter 3. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.						T5.1.2

Chapter 5

5.2 GRANTS

Grant Performance						R' 000
Description	2012/13	2013/14		2012/13 Variance		
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget (%)	Adjustments Budget (%)
Operating Transfers and Grants						
National Government:	56,637	60,652	61,377	91,893		
Equitable share	53,343	57,262	57,262	57,262	0%	0%
Municipal Systems Improvement	800	890	890	858	-4%	-4%
Local Government Financial Management Grant (FMG)	1,500	1,500	1,500	1,249	-17%	-17%
Municipal Infrastructure Grant (MIG)				24,801		
National Electrification Programme						
Expanded public works programme (EPWP)	994	1,000	1,000	1,771	77%	77%
SETA			725	232		-68%
RBIG				5,720		
Neighbourhood Development Programme Grant				1		
Provincial Government:	6,112	26,103	43,866	62,600	140%	43%
Housing	-	19,668	37,000	52,358	166%	42%
Sports and Recreation	144	-		-		
Financial Support Grant	-	-	300	600		100%
Botriver Development Contribution				39		
CDW Operational Support Grant	189	-	131	166		27%
Project Preparation				69		
Spatial Development Framework				30		
Maintenance of proclaimed main roads	108	74	74	74	0%	0%
Library Service conditional Grant	5,671	6,361	6,361	6,251	-2%	-2%
Impound facility				450		
Thusong Multi Purpose Centre				2,500		
Multi Purpose Bus				62		
District Municipality:	-	-	-	-		
<i>[insert description]</i>						
Other grant providers:	2,164	85	-	1,417		
DBSA GIS			-	1		
IDC GRANT	800	-	-	368		
DBSA LEDI	466	-	-	118		
HAN	897	85	-	931	995%	
Total Operating Transfers and Grants	64,913	86,840	105,243	155,910		
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.						T5.2.1

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Grants Received From Sources Other Than Division of Revenue Act (DoRA)						
Details of Donor	Actual Grant 2012/13	Actual Grant 2013/14	2013/14 Municipal Contribution	Date Grant terminates	Date Municipal contribution terminates	Nature and benefit from the grant received, include description of any contributions in kind
Parastatals						
DBSA LEDI	635	–	–			LED
HAN	897	925				Youth Development
SETA		232				Skills Development
Foreign Governments/Development Aid Agencies						
Private Sector / Organisations						
Provide a comprehensive response to this schedule						T5.2.3

COMMENT ON CONDITIONAL GRANTS AND GRANT RECEIVED FROM OTHER SOURCES:

Delete Directive note once comment is completed – Use this box to provide additional information on grant benefits or conditions and reason for acceptance. Please also provide comments on grant surrendered to the National Revenue Fund with reasons that led to this.

T 5.2.4

5.3 ASSET MANAGEMENT

Overview

Theewaterskloof Municipality have a centralised Asset Management Unit based in Caledon. The unit is responsible for all asset related functions throughout the entire region consisting of eight (8) towns.

Key Elements from the Asset management Policy (AMP)

The proper utilization and management of assets is one of the prime mechanisms by which a municipality can fulfil its constitutional objectives for:

- ° Delivery of sustainable services;
- ° Promotion of Social and economic development;
- ° Promoting a safe and healthy environment and,

Chapter 5

- Providing for the basic needs to the community.
- The municipality has a legal and moral obligation to ensure it implements policies to provide for the effective and efficient usage of its assets over the useful life thereof.
- The asset management policy deals with the municipal rules required to ensure the enforcement of appropriate stewardship of assets.
- Stewardship has three components being the:
 - Management, utilization and control by the Municipal Officials.
 - Financial administration by the Chief Financial Officer, and
 - Physical administration by the Manager: Risk, Assets & Insurance
- Statutory provisions exist to protect public property against arbitrary and inappropriate management or disposal by a local government.
- Accounting standards are set to ensure the appropriate financial treatment for property, plant and equipment. The requirements of these accounting standards include:
 - The compilation of asset registers recording all assets controlled by the municipality.
 - Accounting treatment for the acquisition, disposal, recording and depreciation of property, plant and equipment.
 - The standards to which these financial records must be maintained.

The Municipal Manager is responsible for the management of the assets of the municipality, including the safeguarding and the maintenance of those assets.

The Municipal Manager must take all reasonable steps to ensure that:

- The municipality has and maintains a management, accounting and information system that records all the assets of the municipality;
- The municipality's assets are valued in accordance with recognised standards as prescribed by statutes and/or regulations;
- That the municipality has and maintains a system of internal control of assets, including an asset register; and
- That Senior Management comply with this policy.

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The Chief Financial Officer is responsible to the Municipal Manager to ensure that the financial investment in the municipalities' assets is properly recorded.

The Chief Financial Officer must take all reasonable steps to ensure that:

- Appropriate systems of financial management and internal controls are established and carried out diligently;
- The financial and other resources of the municipality are utilized effectively, efficiently, economically and transparently;
- Any unauthorized, irregular or fruitless or wasteful expenditure, and losses resulting from criminal or negligent conduct, are prevented;
- The systems, processes and registers required to substantiate the financial values of the municipality's assets are maintained to standards sufficient to satisfy the requirements of all statutes;
- Financial processes are established and maintained to ensure the municipality's financial resources are optimally utilized through appropriate asset plans, budgeting, purchasing, maintenance and disposal decisions;
- The Municipal Manager is appropriately advised on the exercise of powers and duties pertaining to the financial administration of assets;
- The Directors and senior management teams are appropriately advised on the exercise of their powers and duties pertaining to the financial administration of assets;

The Chief Financial Officer may delegate or otherwise assign responsibility for performing these functions but will remain accountable for ensuring these activities are performed.

The Directors must take all reasonable steps to ensure that:

- Appropriate systems of physical management and controls are established and carried out for assets in their areas of responsibility;
- The municipal resources assigned to them are utilized effectively, efficiently, economically and transparently;
- The assets under their control are appropriately safeguarded and maintained to the extent necessary and that risk management systems are in place and applied.
- Any unauthorized, irregular or fruitless or wasteful expenditure, and losses resulting from criminal or negligent conduct, are prevented;

Chapter 5

- The asset management systems and controls can provide an accurate, reliable and up to date record of assets under their control.
- They are able to justify that their asset plans, budgets, purchasing, maintenance and disposal decisions optimally achieve the municipality's strategic objectives.
- The purchase of assets complies with all municipal policies and procedures.
- All moveable property, plant and equipment is duly processed and identified and inspected as being in order before it is received into their stewardship.
- All moveable assets received into their stewardship are appropriately safeguarded against inappropriate use or loss. This will include control over the physical access to these assets and regular stock takes to ensure that no losses have occurred. Any known losses should be immediately reported to the Chief Financial Officer.
- Assets are appropriately utilized for the purpose for which the municipality acquired them.

The Director may delegate or otherwise assign responsibility for performing these functions but will remain ultimately accountable for ensuring these activities are performed.

Asset Management Unit (AMU)

The organigram extract of the AMU on the next page represent the current human resource allocation



There are currently no capacity development initiatives in terms of the AMU.

Chapter 5

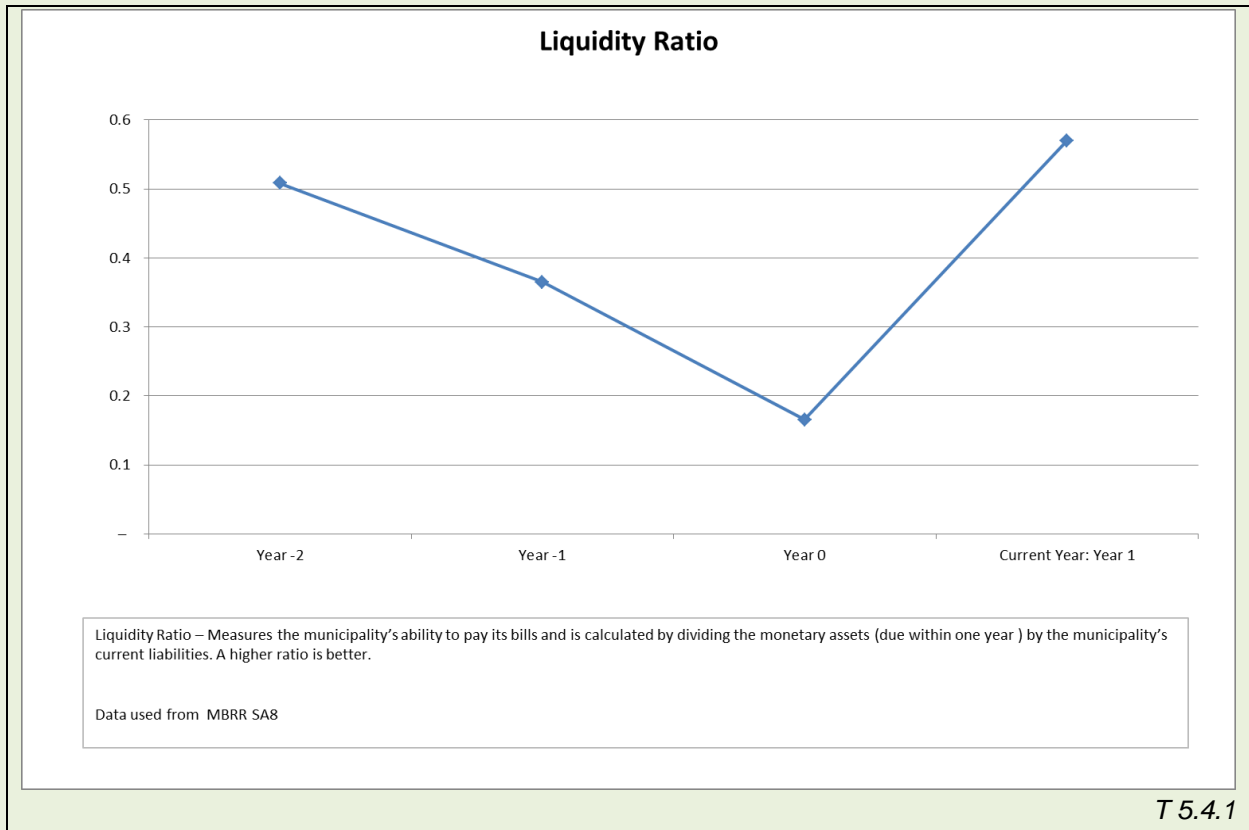
TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED YEAR 1				
Asset 1				
Name	Villiersdorp WWTW Extensions and Upgrades			
Description	Civil and Structural Works for the Villiersdorp WWTW Extensions and Upgrades			
Asset Type	Fixed Asset			
Key Staff Involved	N Kayser			
Staff Responsibilities	Project Management			
	'2010/11	'2011/12	'2012/13	2013/14
Asset Value				17,737
Capital Implications	Maintenance cost and financing			
Future Purpose of Asset	To make provision for treatment of waste water			
Describe Key Issues	Fast growing community			
Policies in Place to Manage Asset	Assest Management Policy			
Asset 2				
Name	New Steenbras Reservoir and related Pipework in Grabouw - Phase 5.1			
Description	Construction of New Steenbras Reservoir and related Pipework in Grabouw - Phase 5.2			
Asset Type	Fixed Asset			
Key Staff Involved	N Kayser			
Staff Responsibilities	Project Management			
	'2010/11	'2011/12	'2012/13	2013/14
Asset Value				6,138
Capital Implications	Maintenance cost anf financing			
Future Purpose of Asset	increase to storage capacity for clean drinking water			
Describe Key Issues	Shortage of storage capacity			
Policies in Place to Manage Asset	Assest Management Policy			
Asset 3				
Name	Thusong Multi Purpose Centre			
Description	Alterations to the Hall, Foyer, Toilets & Addition of 8 Internal Offices & 1 External Office to the New Multi-Purpose Thusong Centre, Grabouw			
Asset Type	Fixed Asset			
Key Staff Involved	A. Liebenberg			
Staff Responsibilities	Project Management			
	'2010/11	'2011/12	'2012/13	2013/14
Asset Value				2,614
Capital Implications	Maintenance cost anf financing			
Future Purpose of Asset	Upgrading of Building			
Describe Key Issues	Building is old			
Policies in Place to Manage Asset	Assest Management Policy			
				T5.3.2

Chapter 5

Repair and Maintenance Expenditure: 2013/14				
	Original Budget	Adjustment Budget	Actual	Budget Variance
Repairs and Maintenance Expenditure	21,405	20,110	18,412	-13.98%
				T5.3.4

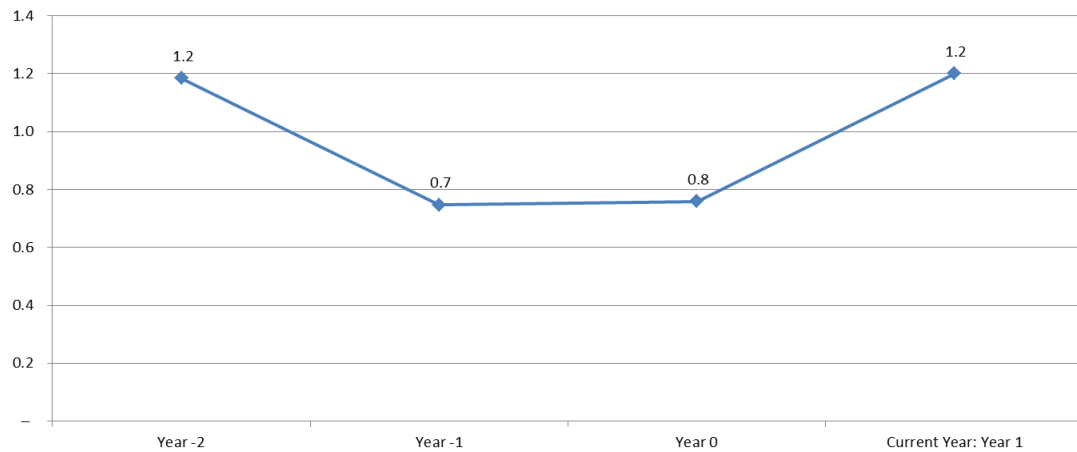
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5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS



Chapter 5

Cost Coverage



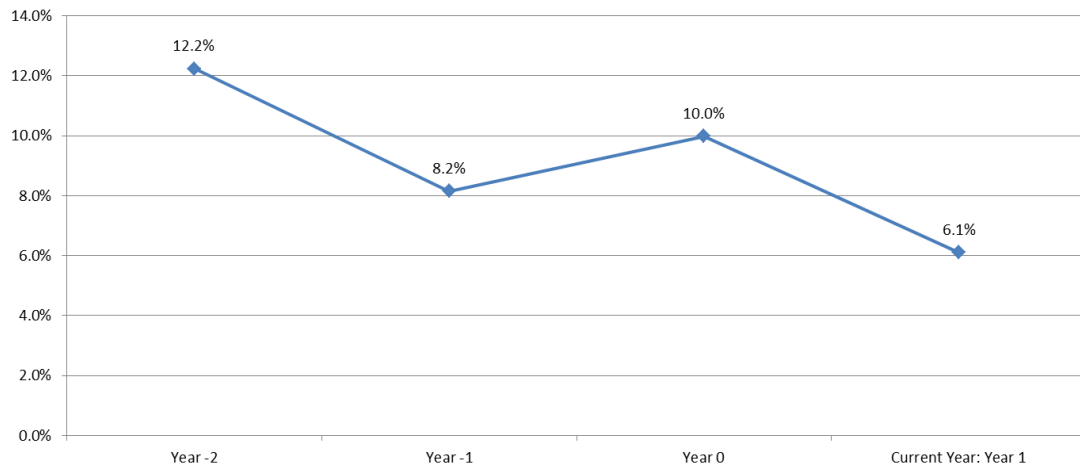
Cost Coverage– It explains how many months expenditure can be covered by the cash and other liquid assets available to the Municipality excluding utilisation of grants and is calculated

Data used from MBRR SA8

T 5.4.2

Chapter 5

Total Outstanding Service Debtors

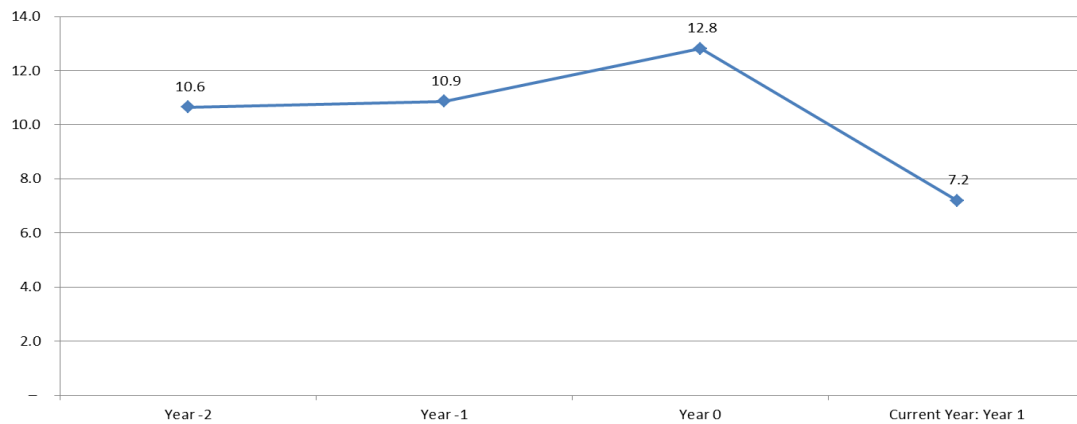


Total Outstanding Service Debtors – Measures how much money is still owed by the community for water, electricity, waste removal and sanitation compared to how much money has been paid for these services. It is calculated by dividing the total outstanding debtors by the total annual revenue. A lower score is better.

Data used from MBRR SA8

T 5.4.3

Debt Coverage

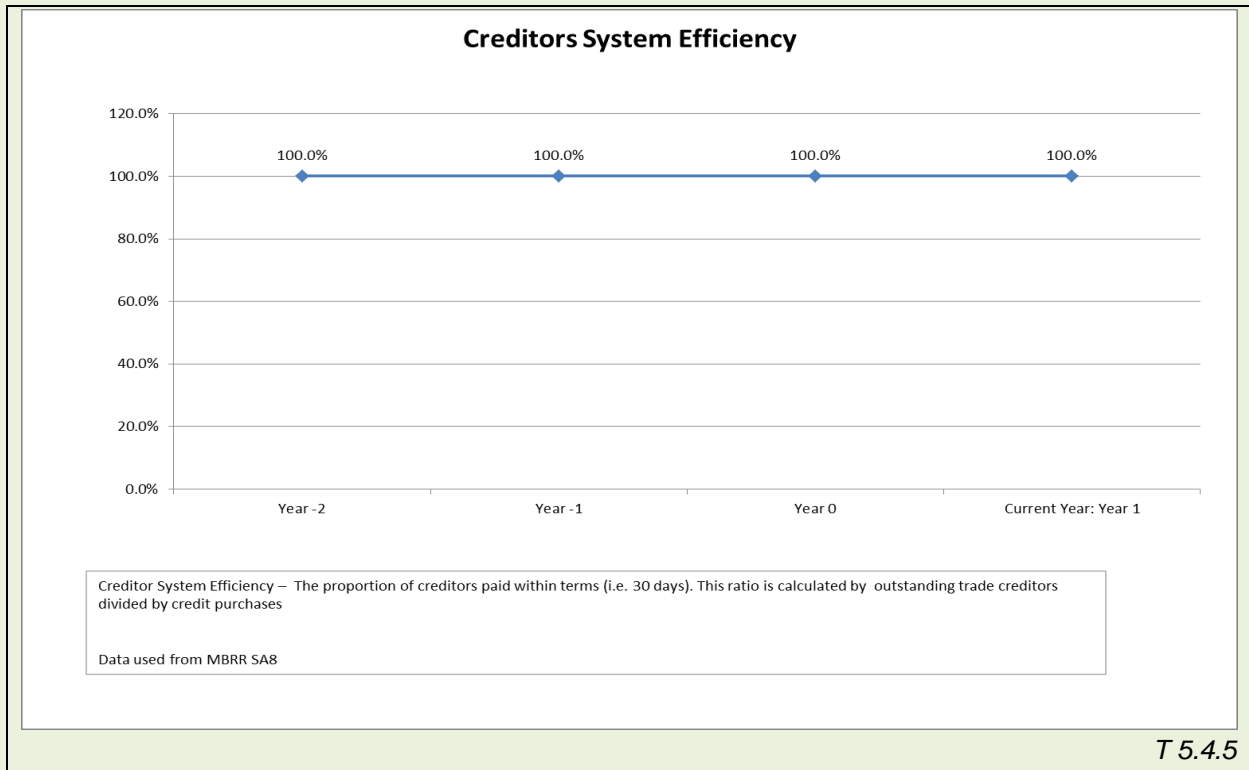


Debt Coverage– The number of times debt payments can be accommodated within Operating revenue (excluding grants) . This in turn represents the ease with which debt payments can be accommodated by the municipality

Data used from MBRR SA8

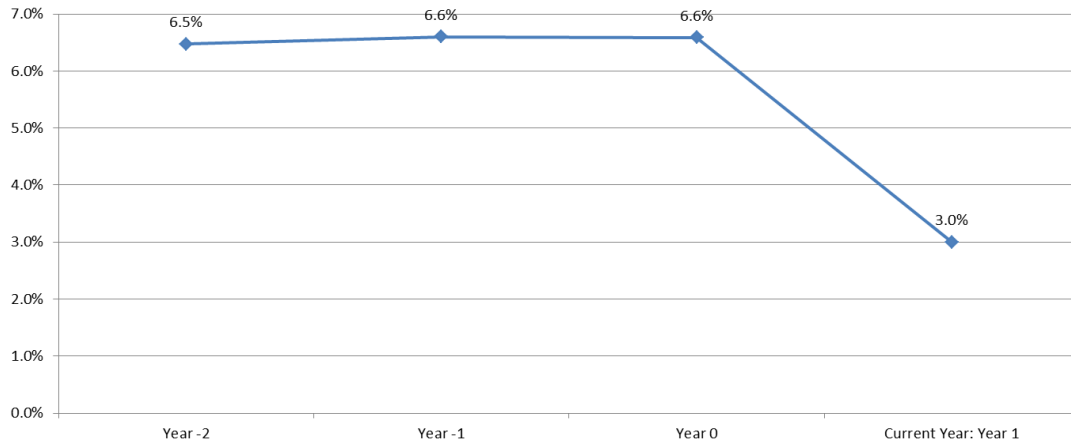
Chapter 5

T 5.4.4



Chapter 5

Capital Charges to Operating Expenditure

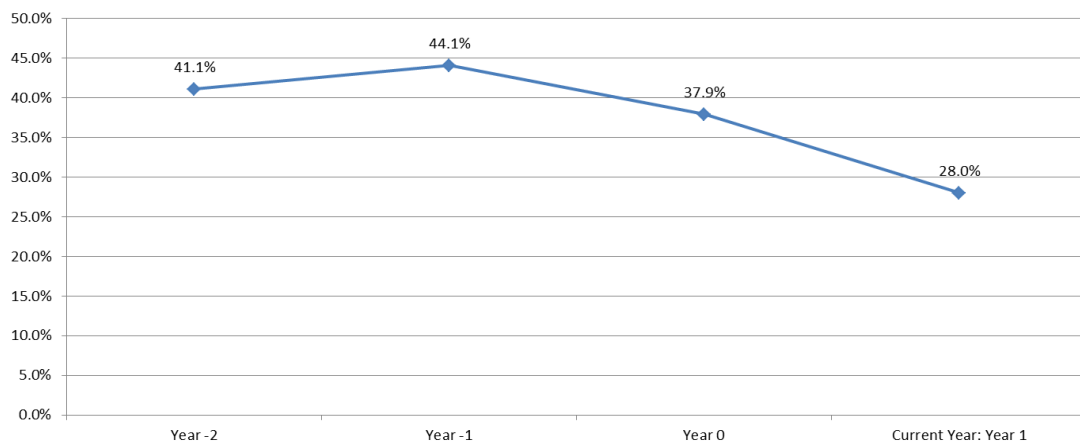


Capital Charges to Operating Expenditure ratio is calculated by dividing the sum of capital interest and principle paid by the total operating expenditure.

Data used from MBRR SA8

T 5.4.6

Employee Costs

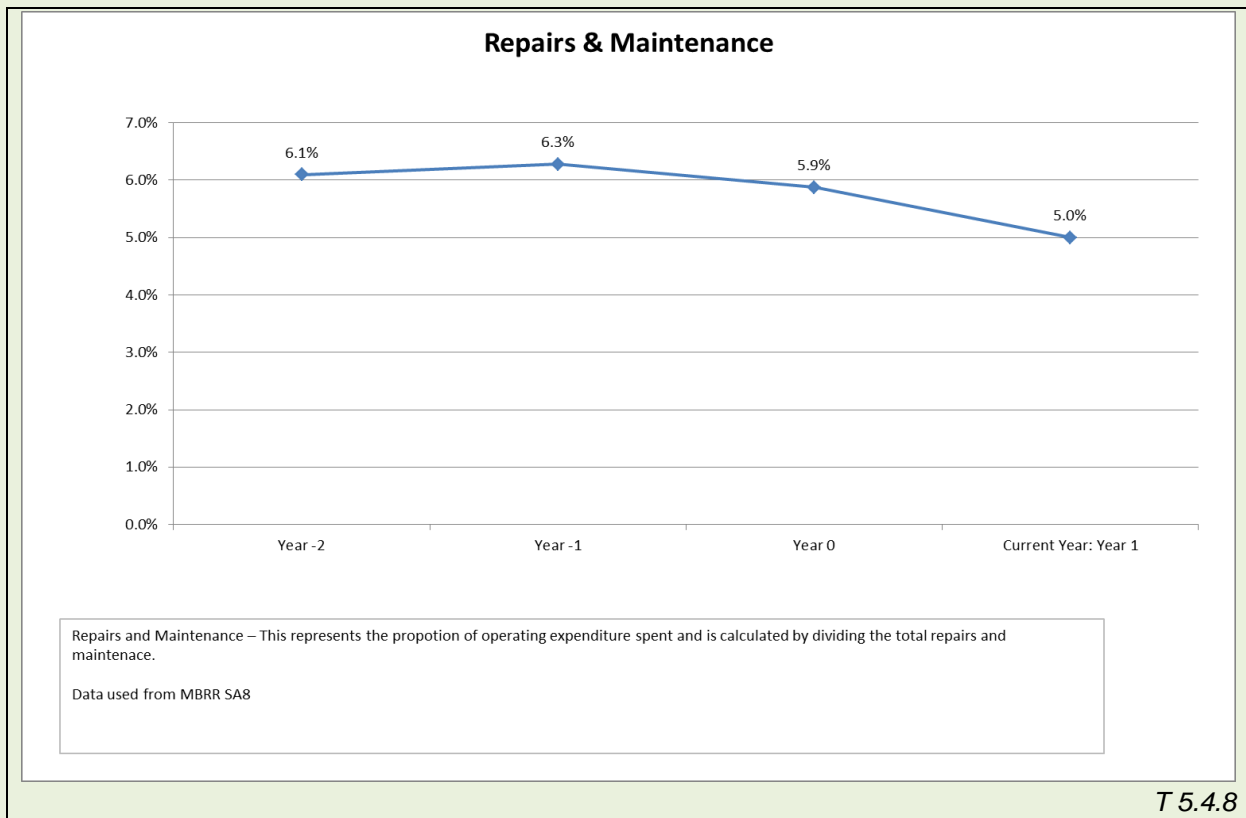


Employee cost – Measures what portion of the revenue was spent on paying employee costs. It is calculated by dividing the total employee cost by the difference between total revenue and capital revenue.

Data used from MBRR SA8

Chapter 5

T 5.4.7



COMMENT ON FINANCIAL RATIOS:

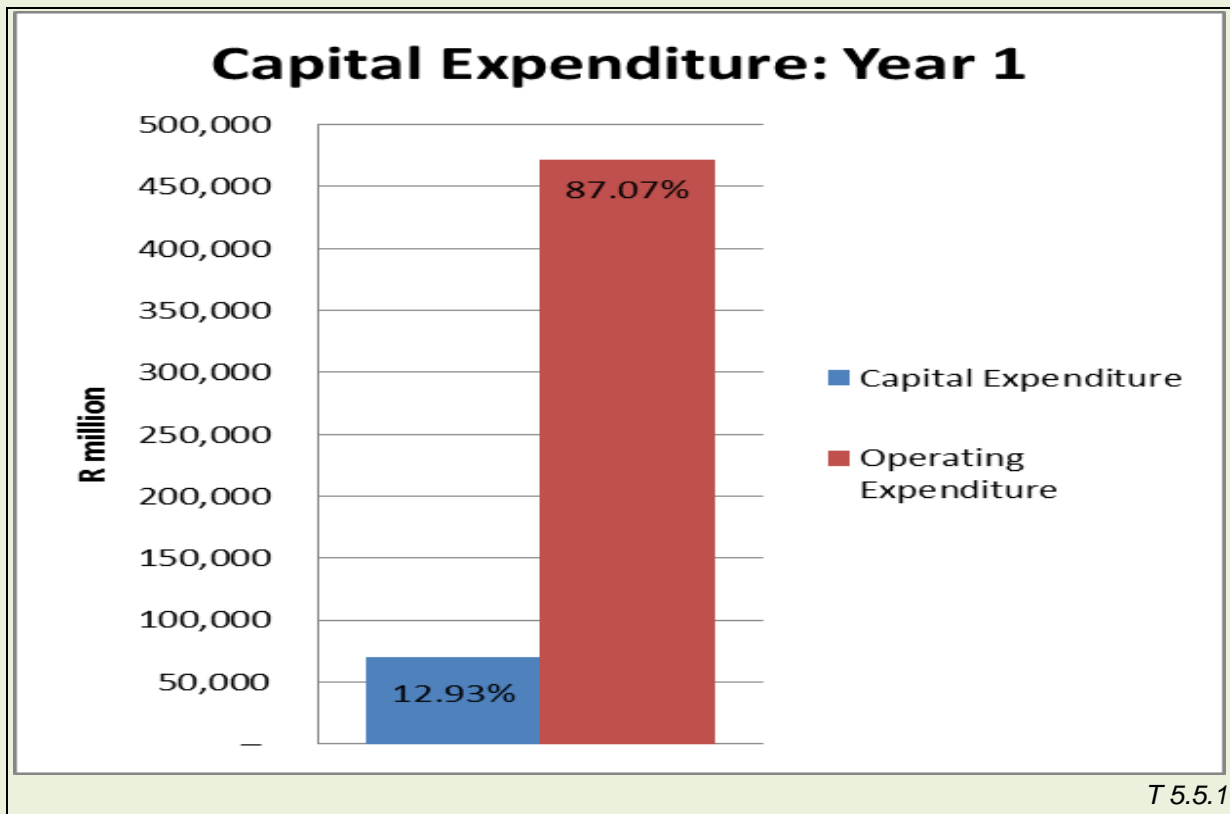
Delete Directive note once comment is completed - Comment on the financial health of the municipality / municipal entities revealed by the financial ratios set out above. These ratios are derived from table SA8 of the MBRR.

T 5.4.9

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

Chapter 5

5.5 CAPITAL EXPENDITURE



Chapter 5

5.6 SOURCES OF FINANCE

Capital Expenditure - Funding Sources Year 2012 to 2014						
R' 000						
Details	2012/13	2013/14				
	Actual	Original Budget	Adjustment Budget	Actual	Adjustment to OB Variance (%)	Actual to OB Variance (%)
Source of finance						
External loans	5,455	7,075	14,040	8,509	98.43%	20.26%
Public contributions and donations	–	–	–	–		
Grants and subsidies	68,373	58,427	42,212	46,380	-27.75%	-20.62%
Other	14,495	8,093	13,729	8,058	69.64%	-0.43%
Total	88,323	73,594	69,980	62,947	140.33%	-0.78%
Percentage of finance						
External loans	6.18%	9.6%	20.1%	13.5%	70.1%	-2588.3%
Public contributions and donations	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grants and subsidies	77.4%	79.4%	60.3%	73.7%	-19.8%	2633.9%
Other	16.4%	11.0%	19.6%	12.8%	49.6%	54.4%
Capital expenditure						
Water and sanitation	30,156	31,281	34,365	26,723	9.86%	-14.57%
Electricity	7,889	179	4,937	3,300	2658.17%	1743.30%
Housing	33,113	29,502	12,170	16,661	-58.75%	-43.52%
Roads and storm water	8,296	4,399	5,104	5,192	16.02%	18.03%
Other	8,869	8,234	13,404	11,071	62.80%	34.46%
Total	88,323	73,594	69,980	62,947	2688.10%	1737.69%
Percentage of expenditure						
Water and sanitation	34.1%	42.5%	49.1%	42.5%	0.4%	-0.8%
Electricity	8.9%	0.2%	7.1%	5.2%	98.9%	100.3%
Housing	37.5%	40.1%	17.4%	26.5%	-2.2%	-2.5%
Roads and storm water	9.4%	6.0%	7.3%	8.2%	0.6%	1.0%
Other	10.0%	11.2%	19.2%	17.6%	2.3%	2.0%
T5.6.1						

Chapter 5

5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

Capital Expenditure of 5 largest projects*					
					R' 000
Name of Project	Current Year: 2013/14			Variance Current Year: 2013/14	
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment variance (%)
Low Cost Housing Projects	29,502	12,170	16,661	-44%	37%
Upgrading of Waste Water Treatment Plant (WWTP) phase 2-Grabouw	14,252	12,491	8,644	-39%	-31%
Waste Water Treatment Plant (WWTP) (multi year project)-Villiersdorp	8,982	8,982	8,224	-8%	-8%
Grabouw Bulk Water Phase 5 (multi year project)	7,746	7,858	5,688	-27%	-28%
TWK Sport & Recreation	3,270	3,313	3,270	0%	-1%
* Projects with the highest capital expenditure in Year 1					
Name of Project - A	Low cost housing projects				
Objective of Project	Provision for basic human settlements				
Delays					
Future Challenges					
Anticipated citizen benefits					
Name of Project - B	Upgrading of waste water treatment plant (WWTP) phase 2-Grabouw				
Objective of Project	Treatment of domestic waste generated through the sewerage system				
Delays					
Future Challenges					
Anticipated citizen benefits					
Name of Project - C	Waste water treatment plant (WWTP) (multi year project)-Villiersdorp				
Objective of Project	Treatment of domestic waste generated through the sewerage system				
Delays					
Future Challenges					
Anticipated citizen benefits					
Name of Project - D	Grabouw bulk water phase 5 (multi year project)				
Objective of Project	New Steenbras Reservoir and related Pipework				
Delays					
Future Challenges					
Anticipated citizen benefits					
Name of Project - E	TWK Sport & Recreation				
Objective of Project	Upgrade of Sport Facilities				
Delays					
Future Challenges					
Anticipated citizen benefits					
					T5.7.1

Chapter 5

5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

Service Backlogs as at 2013/14				
	Households (HHs)			
	*Service level above minimum standard	**Service level below minimum standard		
	No. HHs	% HHs	No. HHs	% HHs
Water	24,877	%		%
Sanitation	24,877	%		%
Electricity	6,200	%		%
Waste management	24,877	%		%
Housing		%		%

% HHs are the service above/below minimum standard as a proportion of total HHs. 'Housing' refers to * formal and ** informal settlements.

T5.8.2

Municipal Infrastructure Grant (MIG)* Expenditure 2013/14 on Service backlogs						R' 000
Details	Original Budget	Adjust-ments Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Original Budget	Adjustment s Budget	
Infrastructure - Road transport	2,959	4,820	4,884	1.33	65.06	
Roads, Pavements & Bridges	1,744	3,083	3,096	0.42	77.55	
Storm water	1,215	1,737	1,788	2.95	47.15	
Infrastructure - Electricity	-	-	-			
Generation						
Transmission & Reticulation						
Street Lighting						
Infrastructure - Water	5,500	5,500	5,500	-	-	
Dams & Reservoirs	-	149	149	-		
Water purification						
Reticulation	5,500	5,351	5,351	-	-2.71	
Infrastructure - Sanitation	8,300	8,010	8,010	-	-3.50	
Reticulation	300	10	10	-	-96.83	
Sewerage purification	8,000	8,000	8,000	-	-	
Infrastructure - Other	-	-	-			
Waste Management						
Transportation						
Gas						
Other Specify:	3,270	3,270	3,270	-	-	
Sport	3,270	3,270	3,270	-	-	
PMU			-			
Total	20,028	21,599	21,663	0.30	8.16	

* MIG is a government grant program designed to fund a reduction in service backlogs, mainly: Water; Sanitation; Roads; Electricity. Expenditure on new, upgraded and renewed infrastructure is set out at Appendix M; note also the calculation of the variation. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.

T5.8.3

Chapter 5

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

5.9 CASH FLOW

Cash Flow Outcomes				
R'000				
Description	2012/13	Current Year: 2013/14		
	Audited Outcome	Original Budget	Adjustment Budget	Actual
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Ratepayers and other	165,868	215,920	192,467	199,338
Government - operating	63,624	86,840	105,328	100,529
Government - capital	77,511	62,851	45,969	46,380
Interest	10,024	6,200	10,200	12,171
Dividends	–	–	–	
Payments				
Suppliers and employees	(210,906)	(281,041)	(300,465)	(277,468)
Finance charges	(12,780)	(13,731)	(14,522)	(12,742)
Transfers and Grants	(783)	–	(850)	(824)
NET CASH FROM/(USED) OPERATING ACTIVITIES	92,559	77,039	38,128	67,384
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of PPE	8,398	–	4,009	1,584
Decrease (Increase) in non-current debtors	–	–	–	
Decrease (increase) other non-current receivables	13	–	5	0
Decrease (increase) in non-current investments	–	–	–	
Payments				
Capital assets	(88,401)	(73,594)	(69,980)	(62,947)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(79,990)	(73,594)	(65,966)	(61,362)
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Short term loans	–	–	–	
Borrowing long term/refinancing	23	7,075	7,075	11,275
Increase (decrease) in consumer deposits	61	250	244	354
Payments				
Repayment of borrowing	(6,521)	(8,000)	(7,011)	(6,978)
NET CASH FROM/(USED) FINANCING ACTIVITIES	(6,437)	(674)	308	4,651
NET INCREASE/ (DECREASE) IN CASH HELD	6,131	2,770	(27,530)	10,673
Cash/cash equivalents at the year begin:	21,414	9,028	27,545	27,545
Cash/cash equivalents at the year end:	27,545	11,798	15	38,218

Source: MBRR SA7

T5.9.1

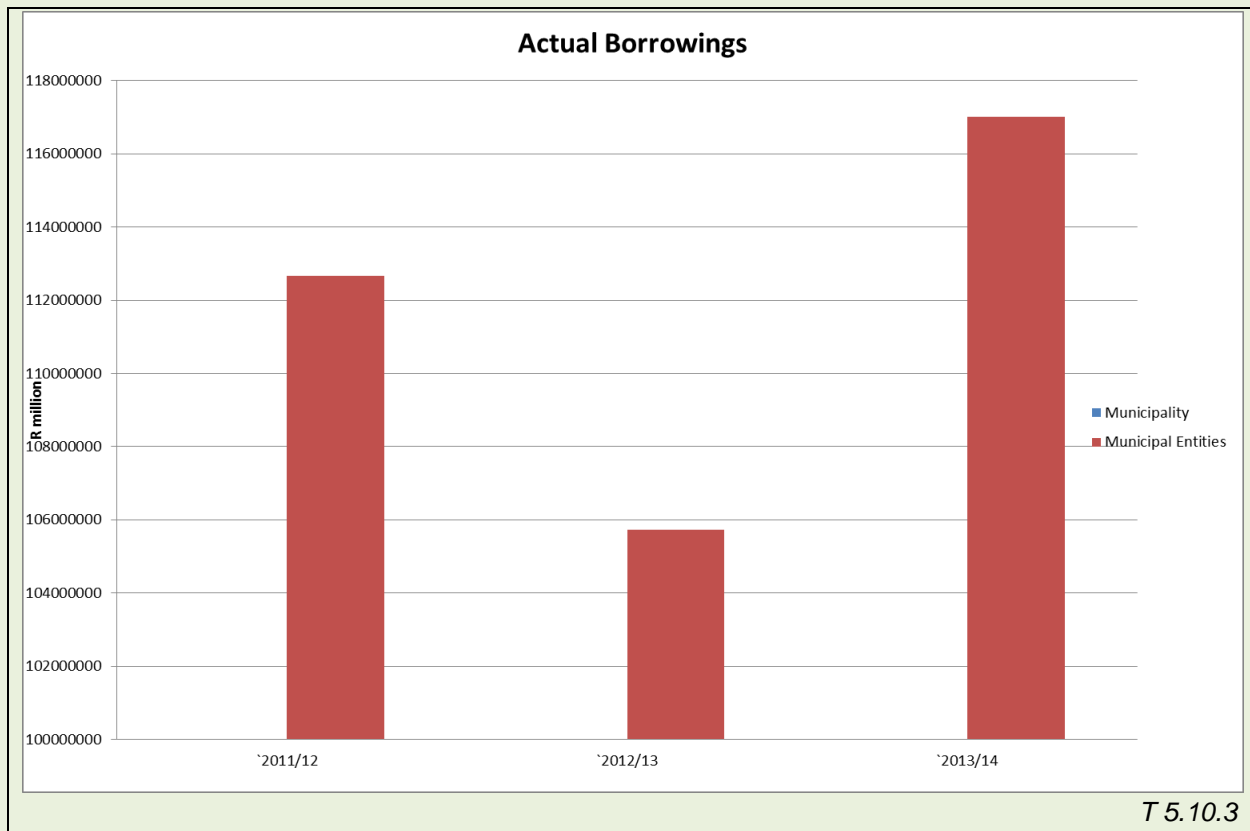
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5.10 BORROWING AND INVESTMENTS

Actual Borrowings 2011 to 2014			
	R' 000		
Instrument	`2011/12	`2012/13	`2013/14
Municipality			
Long-Term Loans (annuity/reducing balance)	112,661	105,724	117,000
Long-Term Loans (non-annuity)			
Local registered stock			
Instalment Credit			
Financial Leases	86	42	65
PPP liabilities			
Finance Granted By Cap Equipment Supplier			
Marketable Bonds			
Non-Marketable Bonds			
Bankers Acceptances			
Financial derivatives			
Other Securities			
Municipality Total	112,747	105,766	117,065
Municipal Entities			
Long-Term Loans (annuity/reducing balance)			
Long-Term Loans (non-annuity)			
Local registered stock			
Instalment Credit			
Financial Leases			
PPP liabilities			
Finance Granted By Cap Equipment Supplier			
Marketable Bonds			
Non-Marketable Bonds			
Bankers Acceptances			
Financial derivatives			
Other Securities			
Entities Total	–	–	–

T5.10.2

Chapter 5



Chapter 5

Municipal and Entity Investments			
R' 000			
Investment* type	`2011/12	`2012/13	`2013/14
	Actual	Actual	Actual
<u>Municipality</u>			
Securities - National Government			
Listed Corporate Bonds			
Deposits - Bank	15,042	20,740	26,967
Deposits - Public Investment Commissioners			
Deposits - Corporation for Public Deposits			
Bankers Acceptance Certificates			
Negotiable Certificates of Deposit - Banks			
Guaranteed Endowment Policies (sinking)			
Repurchase Agreements - Banks			
Municipal Bonds			
Other			
Municipality sub-total	15,042	20,740	26,967
<u>Municipal Entities</u>			
Securities - National Government			
Listed Corporate Bonds			
Deposits - Bank			
Deposits - Public Investment Commissioners			
Deposits - Corporation for Public Deposits			
Bankers Acceptance Certificates			
Negotiable Certificates of Deposit - Banks			
Guaranteed Endowment Policies (sinking)			
Repurchase Agreements - Banks			
Other			
Entities sub-total	–	–	–
Consolidated total:	15,042	20,740	26,967
			T5.10.4

Chapter 5

COMPONENT D: OTHER FINANCIAL MATTERS

5.11 GRAP COMPLIANCE

GRAP COMPLIANCE

GRAP is the acronym for **G**enerally **R**ecognized **A**ccounting **P**ractice and it provides the rules by which municipalities are required to maintain their financial accounts. Successful GRAP compliance will ensure that municipal accounts are comparable and more informative for the municipality. It will also ensure that the municipality is more accountable to its citizens and other stakeholders. Information on GRAP compliance is needed to enable National Treasury to assess the pace of progress and consider the implications.

Delete Directive note once comment is completed – Follow the above with information on progress with GRAP compliance at your municipality. Detail any instances where the municipality has deviated from the GRAP standards currently applicable.

T 5.13.1

Chapter 6

CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

INTRODUCTION

Note: The Constitution S188 (1) (b) states that the functions of the Auditor-General includes the auditing and reporting on the accounts, financial statements and financial management of all municipalities. MSA section 45 states that the results of performance measurement... must be audited annually by the Auditor-General.

Delete Directive note once comment is completed - Refer to the Annual Financial Statements set out in Volume II and the timescale for the audit of these accounts and the audit of performance and the production of reports on these matters by the Auditor General as set out in this Chapter. If this is the version of the annual report presented to Council in September then the Auditor-Generals statements on this year's submissions will not be available for inclusion in this Chapter and this should be explained.

T 6.0.1

COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS YEAR -1

6.1 AUDITOR GENERAL REPORTS YEAR -1 (PREVIOUS YEAR)

Auditor-General Report on Financial Performance: Year -1	
Audit Report Status*:	
Non-Compliance Issues	Remedial Action Taken
Note: *The report status is supplied by the Auditor General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse)	
T 6.1.1	

Auditor-General Report on Service Delivery Performance: Year -1	
Audit Report Status:	
Non-Compliance Issues	Remedial Action Taken
T 6.1.2	

COMPONENT B: AUDITOR-GENERAL OPINION YEAR 0 (CURRENT YEAR)

6.2 AUDITOR GENERAL REPORT YEAR 0

Chapter 6

Auditor-General Report on Financial Performance Year 0*	
Status of audit report:	
Non-Compliance Issues	Remedial Action Taken
<p>Note:* The report's status is supplied by the Auditor General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse). This table will be completed prior to the publication of the Annual report but following the receipt of the Auditor- General Report on Financial Performance Year 0.</p>	
T 6.2.1	

Auditor-General Report on Service Delivery Performance: Year 0*	
Status of audit report**:	
Non-Compliance Issues	Remedial Action Taken
<p>* This table will be completed prior to the publication of the Annual report but following the receipt of the Auditor- General Report on Service Delivery Performance Year 0</p> <p>** Inclusion of "Status" depends on nature of AG's remarks on Performance Data.</p>	
T 6.2.2	

AUDITOR GENERAL REPORT ON THE FINANCIAL STATEMENTS: YEAR 0
<p><u>Delete Directive note once comment is completed</u> - Attach report.</p>
T 6.2.3

COMMENTS ON AUDITOR-GENERAL'S OPINION YEAR 0:
<p><u>Delete Directive note once comment is completed</u> - Provide comments from the Municipal Manager / CFO on the Auditor-General's opinion. Include comments on year 0 if it provides useful context.</p>
T 6.2.4

COMMENTS ON MFMA SECTION 71 RESPONSIBILITIES:
<p>Section 71 of the MFMA requires municipalities to return a series of financial performance data to the National Treasury at specified intervals throughout the year. The Chief Financial Officer states that these data sets have been returned according to the reporting requirements.</p>
<p>Signed (Chief Financial Officer)..... Dated</p>
T 6.2.5

GLOSSARY

GLOSSARY

Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give " <i>full and regular</i> " reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe " <i>what we do</i> ".
Adequacy indicators	The quantity of input or output relative to the need or demand.
Annual Report	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
Approved Budget	The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
Baseline	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
Basic municipal service	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.
Budget year	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
Cost indicators	The overall cost or expenditure of producing a specified quantity of outputs.
Distribution indicators	The distribution of capacity to deliver services.
Financial Statements	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
General performance indicators	Key After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.
Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
Inputs	All the resources that contribute to the production and delivery of outputs. Inputs are " <i>what we use to do the work</i> ". They include finances, personnel, equipment and buildings.
Integrated Development Plan (IDP)	Plan Set out municipal goals and development plans.
National performance areas	Key <ul style="list-style-type: none"> • Service delivery & infrastructure • Economic development • Municipal transformation and institutional development • Financial viability and management • Good governance and community participation
Outcomes	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are " <i>what we wish to achieve</i> ".
Outputs	The final products, or goods and services produced for delivery. Outputs may be defined as " <i>what we produce or deliver</i> ". An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.
Performance Indicator	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge

GLOSSARY

	the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)
Performance Information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
Performance Standards:	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time factor.
Performance Targets:	The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
Service Delivery Budget Implementation Plan	Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
Vote:	<p>One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area.</p> <p>Section 1 of the MFMA defines a "vote" as:</p> <p><i>a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and</i></p> <p><i>b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned</i></p>

APPENDICES

APPENDICES

APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time / Part Time	Committees Allocated	*Ward and/or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
	FT/PT			%	%
Alderman C B Punt	Fulltime	Executive Mayor	DA	80%	100%
Councillor C Vosloo	Fulltime	Speaker	DA	100%	
Councillor P U Stanfliet	Fulltime	Technical Services	Ward 7 DA	90%	100%
Councillor M Tshaka	Fulltime	Corporate Services	Ward 13 DA	100%	
Councillor K Papier	Fulltime	Operational Services	Ward 3 DA	100%	
Councillor G Carelse	Fulltime	Development Services	COPE	90%	100%
Councillor N De Wet	Fulltime	Financial Services	Ward 5 DA	100%	
Councillor N Pieterse	Part Time	Corporate Services	Ward 9 DA	90%	100%
Councillor M Nongxaza	Part Time	Corporate Services	NICO	80%	100%
Councillor J Nellie	Part Time	Corporate Services	Ward 6 ANC	80%	100%
Councillor F Mankayi	Part Time	Corporate Services	ANC	80%	100%
Councillor M Koegelenberg	Part Time	Financial Services	Ward 4 DA	90%	100%
Councillor M Mathews	Part Time	Financial Services	Ward 11DA	90%	100%
Councillor S Witbooi	Part Time	Financial Services	ANC	80%	100%
Councillor J Hendricks	Part Time	Financial Services	ANC	80%	100%
Councillor M Plato	Part Time	Development Services	Ward 10 DA	100%	
Councillor I Sileku	Part Time	Development Services	DA	100%	
Councillor P de Wet	Part Time	Development Services	ANC	70%	100%
Councillor U Sipunzi	Part Time	Development Services	Ward 12 ANC	60%	100%
Councillor K Tiemie	Part Time	Technical Services	Ward 1 DA	90%	100%
Alderman C November	Part Time	Technical Service	ANC	40%	100%
Councillor C Thembani	Part Tim	Technical Service	Ward 8 ANC	80%	100%
Councillor J Swartz	Part Time	Operational Services	NNP	90%	0%
Councillor M Hector	Part Time	Operational Services	Ward 2 DA	90%	100%
Councillor A Cupido	Part Time	Operational Service	ANC	70%	100%

APPENDICES

APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
Performance and Audit Committee	Internal financial control, internal audits, performance management and effective governance.
Oversight Committee	To Review the Annual Report and prepare a draft oversight report for Council
Risk Management Committee	Review the municipality's risk identification and assessment methodologies to obtain reasonable assurance of the completeness and accuracy of the register.
Combined Management, Speaker and Executive Mayoral Committee	To assist the executive mayor in the exercise of his powers.
Management Committee	To develop the entrepreneurial spirit, mentality, confidence and skill of school-aged youth in Theewaterskloof.
Portfolio Committees	Makes provision for the appointment of committees to assist the executive mayor/committees
ICT Committee	Effective implementation and compliance of the Theewaterskloof information technology policies and procedures
Planning	To plan the next 3-year budget including Review of IDP and prev budget.
Financial Sustainability	Financial Viability Strategy and Implementation Plan and 5 year financial plan
Ward Committees	To assist the ward councilor in the ward. It is an advisory body who makes recommendations on Council reports. They also assist in drafting the IDP.
Town Advisory Committees	To assist the ward councilor in the ward. It is an advisory body who makes recommendations on Council reports. They also assist in drafting the IDP.
	T B

APPENDICES

APPENDIX C- FUNCTIONS OF MUNICIPALITY / ENTITY

Municipal / Entity Functions		
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*	Function Applicable to Entity (Yes / No)
Constitution Schedule 4, Part B functions:		
Air pollution	Yes	No
Building regulations	Yes	No
Child care facilities	Yes	No
Electricity and gas reticulation	Yes	No
Firefighting services	No	No
Local tourism	Yes	No
Municipal airports	No	No
Municipal planning	Yes	No
Municipal health services	No	No
Municipal public transport	Yes	No
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this	Yes	No
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters	No	No
Stormwater management systems in built-up areas	Yes	No
Trading regulations	Yes	No
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes	No
<i>Continued next page</i>		
<i>Continued from previous page</i>		
Municipal / Entity Functions		
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*	Function Applicable to Entity (Yes / No)
Constitution Schedule 5, Part B functions:		
Beaches and amusement facilities	Yes	No
Billboards and the display of advertisements in public places	Yes	No
Cemeteries, funeral parlours and crematoria	Yes	No
Cleansing	Yes	No
Control of public nuisances	Yes	No
Control of undertakings that sell liquor to the public	Yes	No
Facilities for the accommodation, care and burial of animals	Yes	No
Fencing and fences	Yes	No
Licensing of dogs	Yes	No
Licensing and control of undertakings that sell food to the public	Yes	No
Local amenities	Yes	No
Local sport facilities	Yes	No
Markets	Yes	No
Municipal abattoirs	Yes	No
Municipal parks and recreation	Yes	No
Municipal roads	Yes	No
Noise pollution	Yes	No
Pounds	Yes	No
Public places	Yes	No
Refuse removal, refuse dumps and solid waste disposal	Yes	No
Street trading	Yes	No
Street lighting	Yes	No
Traffic and parking	Yes	No
* If municipality: indicate (yes or No); * If entity: Provide name of entity		T D

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APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE

[illegible]

APPENDICES

APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS

Disclosures of Financial Interests		
Period 1 July to 30 June of Year 0 (Current Year)		
Position	Name	Description of Financial interests* (Nil / Or details)
(Executive) Mayor		
Member of MayCo / Exco		
Councillor		
Municipal Manager		
Chief Financial Officer		
Deputy MM and (Executive) Directors		
Other S57 Officials		

* Financial interests to be disclosed even if they incurred for only part of the year. See MBRR SA34A

APPENDICES

APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

APPENDIX K (i): REVENUE COLLECTION PERFORMANCE BY VOTE

Revenue Collection Performance by Vote						
Vote Description	R' 000					
	Year 0	Current Year: Year 1			Year 1 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Vote 1 - Executive & Council	7,518	5,424	6,604	6,571	21%	-0.49%
Vote 2 - Finance & Admin	126,324	109,477	119,868	147,914	35%	23.40%
Vote 3 - Planning & Development	2,279	2,922	2,747	2,371	-19%	-13.66%
Vote 4 - Community & Social Services	6,120	6,841	6,915	6,113	-11%	-11.60%
Vote 5 - Housing	-	-	-	-		
Vote 6 - Public Safety	5,559	8,107	13,116	30,022	270%	128.89%
Vote 7 - Sport & Recreation	(53)	(278)	(261)	(332)	19%	27.20%
Vote 8 - Environmental Protection	-	-	-	-		
Vote 9 - Waste Management	23,190	24,459	25,872	25,517	4%	-1.37%
Vote 10 - Waste Water Management	21,564	21,927	23,350	23,730	8%	1.63%
Vote 11 - Roads Transport	4,904	4,890	5,181	5,340	9%	3.08%
Vote 12 - Water	37,409	47,695	40,337	39,417	-17%	-2.28%
Vote 13 - Electricity	65,153	70,857	74,334	69,845	-1%	-6.04%
Vote 14 - Other	77,311	82,519	79,779	82,743	0%	3.71%
Vote 15 - [NAME OF VOTE 15]	-	-	-	-		
Total Revenue by Vote	377,278	384,840	397,842	439,252	0	0
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A3						T K.1

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APPENDIX K (ii): REVENUE COLLECTION PERFORMANCE BY SOURCE

Revenue Collection Performance by Source						
Description	R '000					
	2012/13		2013/14		Year 1 Variance	
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Property rates	47,607	60,047	59,448	58,673	-2.34%	-1.32%
Property rates - penalties & collection charges	-	-	-	-	0.00%	0.00%
Service Charges - electricity revenue	60,369	65,547	70,233	64,594	-1.48%	-8.73%
Service Charges - water revenue	35,114	44,390	37,034	37,087	-19.69%	0.14%
Service Charges - sanitation revenue	18,025	17,576	18,345	19,983	12.05%	8.20%
Service Charges - refuse revenue	18,460	17,945	19,863	20,723	13.41%	4.15%
Service Charges - other	-	101	150	145	30.38%	-3.40%
Rentals of facilities and equipment	2,717	1,420	1,441	1,936	26.66%	25.58%
Interest earned - external investments	2,407	2,200	2,200	2,904	24.24%	24.24%
Interest earned - outstanding debtors	7,617	4,000	8,000	9,267	56.84%	13.68%
Dividends received	-	-	-	-	0.00%	0.00%
Fines	5,466	8,019	13,032	29,835	73.12%	56.32%
Licences and permits	2,626	2,508	2,570	2,635	4.82%	2.47%
Agency services	1,957	2,100	2,200	2,189	4.07%	-0.50%
Transfers recognised - operational	74,010	91,339	111,817	103,788	11.99%	-7.74%
Other revenue	27,788	4,797	8,535	33,010	85.47%	74.14%
Gains on disposal of PPE	-	-	205	-	0.00%	0.00%
Environmental Protection	-	-	-	-	0.00%	0.00%
Total Revenue (excluding capital transfers and contributions)	304,162	321,989	355,072	386,770	16.75%	8.20%
<i>Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A4.</i>						T K.2

APPENDICES

APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Conditional Grants: excluding MIG					
					R' 000
Details	Budget	Adjust-ments Budget	Actual	Variance	
				Budget	Adjustments Budget
National Treasury					
Equitable Share	57,262	57,262	57,262	0%	0%
Neighbourhood Development Grant	–	1	1		
Local Government Financial Management Grant (FMG)	1,500	1,500	1,249	-17%	-17%
Municipal System Improvement Grant (MSIG)	890	890	858	-4%	-4%
Expanded Public works programme (EPWP)	1,000	1,000	1,771	77%	77%
Regional Bulk Infrastructure Grant (RBIG)	7,456	8,500	5,720	-23%	-33%
Provincial Treasury					
Integrated Housing and Human Settlement & Dev. Grant	49,170	49,170	52,358	6%	6%
Spatial development Grant	–	30	30	0%	0%
Botrivier Development Contribution	–	39	39	0%	0%
Project Preparation	–	69	69	0%	0%
Multi Purpose Bus	–	62	62	0%	0%
Thusong Multi Purpose Centre	–	2,500	2,500	0%	0%
CDW Operational Support Grant	–	131	166	0%	27%
Maintenance Of Proclaimed Main Roads	74	74	74	0%	0%
Library Service Conditional Grant	6,361	6,361	6,251	-2%	-2%
Financial Management Support Grant	–	300	600	0%	100%
Impound Facility	–	450	450	0%	0%
Other Specify:					
DBSA LEDI	–	118	118	0%	0%
SETA	–	232	232	0%	0%
DBSA GIS	–	1	1	0%	0%
HAN students	85	85	931	995%	995%
IDC Grant	–	368	368	0%	0%
* This includes Neighbourhood Development Partnership Grant, Public Transport Infrastructure and Systems Grant and any other grant excluding Municipal Infrastructure Grant (MIG) which is dealt with in the main report, see T 5.8.3. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. Obtain a list of grants from national and provincial government.					
* This includes Neighbourhood Development Partnership Grant, Public Transport Infrastructure and Systems Grant and any other grant excluding Municipal Infrastructure Grant (MIG) which is dealt with in the main report, see T5.8.3. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.					

APPENDICES

COMMENT ON CONDITIONAL GRANTS EXCLUDING MIG:

Delete Directive note once comment is completed – Use this box to provide additional information on grant benefits or conditions and reasons for acceptance.

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APPENDICES

APPENDIX M: CAPITAL EXPENDITURE – NEW & UPGRADE/RENEWAL PROGRAMMES

APPENDIX M (i): CAPITAL EXPENDITURE - NEW ASSETS PROGRAMME

Capital Expenditure - New Assets Programme*							
R '000							
Description	2012/13	2013/14			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by Asset Class							
Infrastructure - Total	4,165	17,649	23,075	35,953	-	-	-
Infrastructure: Road transport - Total	-	-		5,192	-	-	-
Roads, Pavements & Bridges				5,192			
Storm water							
Infrastructure: Electricity - Total	3,672	620	2,518	4,038	-	-	-
Generation							
Transmission & Reticulation	3,672	-	1,308	4,038			
Street Lighting		620	1,210				
Infrastructure: Water - Total	297	7,746	9,430	8,116	-	-	-
Dams & Reservoirs							
Water purification							
Reticulation	297	7,746	9,430	8,116			
Infrastructure: Sanitation - Total	196	9,282	11,127	18,607	-	-	-
Reticulation	196	9,282	11,127	18,607			
Sewerage purification							
Infrastructure: Other - Total	-	-		-	-	-	-
Waste Management				-			
Transportation							
Gas							
Other							
Community - Total	3,258	1,100	3,786	-	-	-	-
Parks & gardens							
Sportsfields & stadia							
Swimming pools							
Community halls	3,258	-	2,686				
Libraries							
Recreational facilities							
Fire, safety & emergency							
Security and policing							
Buses							
Clinics							
Museums & Art Galleries							
Cemeteries	-	1,100	1,100				
Social rental housing							
Other							
Table continued next page							

APPENDICES

Table continued from previous page

Capital Expenditure - New Assets Programme*							
R '000							
Description	Year 0	Year 1			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by Asset Class							
Heritage assets - Total	-	-		-	-	-	-
Buildings							
Other							
Investment properties - Total	34,300	29,502	12,170	16,661	-	-	-
Housing development	33,113	29,502	12,170	16,661			
Other	1,187	-	-				
Other assets	3,378	3,423	5,317	10,382	-	-	-
General vehicles							
Specialised vehicles				378			
Plant & equipment				945			
Computers - hardware/equipment	-	891	891	872			
Furniture and other office equipment	1,630	2,532	2,905	519			
Abattoirs							
Markets							
Civic Land and Buildings	847		1,521	6,883			
Other Buildings	170	-	-	785			
Other Land							
Surplus Assets - (Investment or Inventory)							
Other	731	-	-				
Agricultural assets	-	-		-	-	-	-
List sub-class							
Biological assets	-	-		-	-	-	-
List sub-class							
Intangibles	-	-		-	-	-	-
Computers - software & programming							
Other (list sub-class)							
Total Capital Expenditure on new asset	45,101	51,674	44,348	62,996	-	-	-
Specialised vehicles	-	-		-	-	-	-
Refuse							
Fire							
Conservancy							
Ambulances							
* Note: Information for this table may be sourced from MBRR (2009: Table SA34a)							T M.1

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APPENDIX M (ii): CAPITAL EXPENDITURE – UPGRADE/RENEWAL PROGRAMME

Capital Expenditure - Upgrade/Renewal Programme*							
Description	R '000						
	Year 0	Year 1		Actual Expenditure	Planned Capital		
	Actual	Original Budget	Adjustment Budget		FY + 1	FY + 2	FY + 3
Capital expenditure by Asset Class							
Infrastructure - Total	42,527	18,651	21,772	-	-	-	-
Infrastructure: Road transport -Total	8,296	4,399	5,104	-	-	-	-
Roads, Pavements & Bridges	8,296	4,399	5,104				
Storm water							
Infrastructure: Electricity - Total	4,221	-	2,860	-	-	-	-
Generation							
Transmission & Reticulation	4,221	-	2,860				
Street Lighting							
Infrastructure: Water - Total	8,762	-	1,317	-	-	-	-
Dams & Reservoirs							
Water purification							
Reticulation	8,762	-	1,317				
Infrastructure: Sanitation - Total	20,901	14,252	12,491	-	-	-	-
Reticulation	-	14,252	12,491				
Sewerage purification	20,901	-	-				
Infrastructure: Other - Total	347	-	-	-	-	-	-
Waste Management	347	-	-				
Transportation							
Gas							
Other							
Community	695	3,270	3,313	-	-	-	-
Parks & gardens							
Sportsfields & stadia	695	3,270	3,313				
Swimming pools							
Community halls							
Libraries							
Recreational facilities							
Fire, safety & emergency							
Security and policing							
Buses							
Clinics							
Museums & Art Galleries							
Cemeteries							
Social rental housing							
Other							
Heritage assets	-	-		-	-	-	-
Buildings							
Other							
Table continued next page							

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Table continued from previous page

Capital Expenditure - Upgrade/Renewal Programme*							
R '000							
Description	Year 0	Year 1			Planned Capital		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by Asset Class							
Investment properties	-	-	-	-	-	-	-
Housing development							
Other							
Other assets	-	-	547	-	-	-	-
General vehicles			197				
Specialised vehicles							
Plant & equipment							
Computers - hardware/equipment							
Furniture and other office equipment							
Abattoirs							
Markets							
Civic Land and Buildings	-	-	350				
Other Buildings							
Other Land							
Surplus Assets - (Investment or Inventory)							
Other							
Agricultural assets	-	-	-	-	-	-	-
List sub-class							
Biological assets	-	-		-	-	-	-
List sub-class							
Intangibles	-	-		-	-	-	-
Computers - software & programming							
Other (list sub-class)							
Total Capital Expenditure on renewal of existing assets	43,221	21,921	25,632	-	-	-	-
Specialised vehicles	-	-		-	-	-	-
Refuse							
Fire							
Conservancy							
Ambulances							

* Note: Information for this table may be sourced from MBRR (2009: Table SA34b)

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APPENDICES

APPENDIX N – CAPITAL PROGRAMME BY PROJECT YEAR 0

Capital Programme by Project: 2013/14					
Capital Project	Original Budget	Adjustment Budget	Actual	Variance (Act - Adj) %	Variance (Act - OB) %
Water	7,746	10,747	8,116		
Upgrade bulk water network	–	68	21	-69%	
Upgrading bulk water supply network (new reservoir and bulk water main)	–	1,398	1,018	-27%	
Grabouw bulk water phase 5 (multi year project)	7,746	7,858	5,688	-28%	-0.265766
Pre-paid Water Meters/Water Demand Management	–	1,422	1,389	-2%	
Sanitation/Sewerage	23,535	23,618	18,607	-21%	-0.209393
Site Saviwa Sewerage Connection	–	968	967	0%	#DIV/0!
Upgrading of waste water treatment plant (WWTP) phase 2	14,252	12,491	8,644	-31%	-0.393463
Waste water treatment plant (WWTP) (multi year project)	8,982	8,982	8,224	-8%	-0.084476
Bereaville sewerage (multi year project)	300	15	15	0%	-0.951337
Waste Water Treatment package plant	–	1,162	757	-35%	
Electricity	–	4,758	3,300	-31%	
Replace Caledon Substation	–	800	654	-18%	
Network Batana Street	–	1,160	1,149	-1%	
Mainswitch Villiersdorp	–	300	–	-100%	
Greyton 11Kv Line	–	600	40	-93%	
High Mass Lights	–	390	164	-58%	
Replace conventional meters with pre-paid meters	–	1,203	1,087	-10%	
Electrification in Goniwe Park/ Site Siviva	–	305	206	-33%	
Housing	29,502	12,170	16,661	37%	-0.435244
Low cost housing projects	29,502	12,170	16,661	37%	-0.435244
Sportfields	3,270	3,313	3,309	0%	0.0121773
TWK Sport & Recreation	3,270	3,270	3,270	0%	0
Sportfields	–	44	40	-9%	
ROADS, PAVEMENTS, BRIDGES & STORMWATER	4,399	5,104	5,192	2%	0.1802608
Roads Upgrade-Caledon/ Botrivier/ Myddleton	1,200	1,628	1,626	0%	0.3546517
Roads Upgrade-Grabouw	1,604	1,112	1,135	2%	-0.292405
Roads Upgrade-Villiersdorp	600	840	873	4%	0.4557217
Roads Upgrade-Riviersonderend	615	897	915	2%	0.4884992
Roads Upgrade-Greyton/Genadendal	380	628	642	2%	0.6906737
Fleet	–	197	216	9%	
Traffic vehicle	–	197	216	9%	
Land and Buildings	1,720	6,277	5,097	-19%	1.9635238
Dispossession	–	20	17	-17%	
Upgrading Land and buildings	–	350	320	-9%	
Impound Facilities	–	450	426	-5%	
Development Offices	–	690	396	-43%	
Cemetery Caledon	500	500	99	-80%	-0.801964
Victoria Hall	–	361	579	60%	
High mass light - Ward 3	125	125	246	96%	0.964504
Cemetery Grabouw	600	600	207	-66%	-0.655177
Thusong Multi Purpose Centre	–	2,686	2,316	-14%	
High mass light - Ward 8	125	125	125	0%	0
High mass light - Ward 5	95	95	95	0%	0
High mass light - Ward 6	95	95	95	0%	0
High mass light - Ward 1 Joe Slovo	80	80	80	0%	0
Street lights	100	100	98	-2%	-0.01713
Office Equipment	3,423	3,796	2,449	-35%	-0.284574
Inventory Items	50	50	11	-79%	-0.78854
Inventory Items	37	37	4	-89%	-0.89357
Inventory Items	259	259	246	-5%	-0.050425
Inventory Items	183	183	142	-22%	-0.222105
Inventory Items	556	556	122	-78%	-0.780284
Inventory Items	228	228	196	-14%	-0.14162
Inventory Items	–	373	48	-87%	
Inventory Items	342	342	256	-25%	-0.251436
Inventory Items	891	894	701	-22%	-0.212738
Inventory Items	376	373	342	-8%	-0.089846
Inventory Items	112	112	44	-61%	-0.60742
Inventory Items	210	210	191	-9%	-0.093738
Inventory Items	179	179	146	-19%	-0.185475
Total	73,594	69,980	62,947	-10%	-0.14468

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APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD YEAR 0

Capital Programme by Project by Ward: Year 1			R' 000
Capital Project	Ward(s) affected	Works completed	
Botrivier			
Roads Upgrade	Ward 7	Yes	
Caledon			
Upgrading Land and buildings	Ward 3	No	
Impound Facilities	Ward 3	No	
Development Offices	Ward 3	No	
Cemetery Caledon	Ward 3 & 4	No	
Victoria Hall	Ward 3 & 4	Yes	
High mass light	Ward 3	Yes	
Roads Upgrade	Ward 3 & 4	Yes	
Replace Caledon Substation	Ward 3 & 4	No	
Network Batana Street	Ward 3	No	
Site Saviwa Sewerage Connection	Ward 4	No	
Traffic vehicle	Ward 3	No	
Inventory Items	Ward 3	No	
Greyton			
Greyton 11Kv Line	Ward 2	No	
Greyton/Genadendal			
Street lights	Ward 2	Yes	
Roads Upgrade	Ward 2	No	
Bereaville sewerage (multi year project)	Ward 2	No	
Inventory Items	Ward 2	Yes	
Grabouw			
Cemetery Grabouw	All wards	No	
Thusong Multi Purpose Centre	Ward 11	No	
High mass light	Ward 8	Yes	
Roads Upgrade	All wards	Yes	
Bulk water phase 5 (multi year project)	Ward 11	No	
Upgrading of waste water treatment plant (WWTP) phase 2	Ward 13	No	
Inventory Items	All wards	Yes	
Myddleton			
Roads Upgrade	Ward 3	Yes	
Riviersonderend			
High mass light	Ward 1	Yes	
Roads Upgrade	Ward 1	Yes	
Upgrade bulk water network	Ward 1	No	
Sportfields	Ward 1	No	
Inventory Items	Ward 1	Yes	
Tesselaarsdal			
Dispossession	Ward 4	No	
Waste Water Treatment package plant	Ward 4	No	
TWK			
Pre-paid Water Meters/Water Demand Management	All Wards	No	
High Mass Lights	All Wards	Yes	
Replace conventional meters with pre-paid meters	All Wards	Yes	
Low cost housing projects	All Wards	No	
TWK Sport & Recreation	All Wards	No	
Inventory Items	All Wards	Yes	
Villiersdorp			
High mass light	Ward 5	Yes	
High mass light	Ward 6	Yes	
Roads Upgrade	Ward 6	Yes	
Mainswitch	Ward 5 & 6	No	
Upgrading bulk water supply network (new reservoir and bulk water network)	Ward 6	Yes	
Electrification in Goniwe Park/ Site Siviva	Ward 5 & 6	No	
Waste Water Treatment package plant	Ward 5	No	
Inventory Items	Ward 5 & 6	Yes	

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APPENDICES

APPENDIX P – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS

Service Backlogs: Schools and Clinics				
Establishments lacking basic services	Water	Sanitation	Electricity	Solid Waste Collection
Schools (NAMES, LOCATIONS)				
Clinics (NAMES, LOCATIONS)				
Names and locations of schools and clinics lacking one or more services. Use 'x' to mark lack of service at appropriate level for the number of people attending the school/clinic, allowing for the proper functioning of the establishment concerned.				T P

APPENDICES

APPENDIX Q – SERVICE BACKLOGS EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION

Service Backlogs Experienced by the Community where another Sphere of Government is the Service Provider (where the municipality whether or not act on agency basis)		
Services and Locations	Scale of backlogs	Impact of backlogs
Clinics:		
Housing:		
Licencing and Testing Centre:		
Reservoirs		
Schools (Primary and High):		
Sports Fields:		
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APPENDICES

APPENDIX R – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY

Declaration of Loans and Grants made by the municipality: Year 0				
All Organisation or Person in receipt of Loans */Grants* provided by the municipality	Nature of project	Conditions attached to funding	Value Year 0 R' 000	Total Amount committed over previous and future years
<i>* Loans/Grants - whether in cash or in kind</i>				<i>T R</i>

APPENDICES

APPENDIX S – NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT

National and Provincial Outcomes for Local Government		
Outcome/Output	Progress to date	Number or Percentage Achieved
Output: Improving access to basic services		
Output: Implementation of the Community Work Programme		
Output: Deepen democracy through a refined Ward Committee model		
Output: Administrative and financial capability		
* Note: Some of the outputs detailed on this table may have been reported elsewhere in the Annual Report. Kindly ensure that this information consistent.		
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VOLUME II

VOLUME II: ANNUAL FINANCIAL STATEMENTS

Provide the Annual Financial Statements (AFS) to the respective financial year as submitted to the Auditor-General. The completed AFS will be Volume II of the Annual Report.